



# BENTON COUNTY FIRE PROTECTION DISTRICT NO. 4 REGULAR BOARD MEETING AGENDA

FEBRUARY 20, 2025 – 5:00 PM  
2604 BOMBING RANGE RD, WEST RICHLAND, WASHINGTON 99353

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## **CALL MEETING TO ORDER**

## **PLEDGE OF ALLEGIANCE**

## **ADDITION TO THE AGENDA**

## **THOSE PRESENT**

## **PUBLIC COMMENTS**

Note - Public comments are limited to three (3) minutes per speaker per topic. The Board allows public comments orally or through written testimony provided in advance of the meeting.

## **CONSENT AGENDA**

All matters listed within the Consent Agenda have been distributed to each member of the Board for reading and study. These matters are considered to be routine and will be considered or enacted by one motion of the Board with no separate discussion. However, if any member of the Board desires separate discussion on a specific item, that item may be removed from the Consent Agenda and placed on the Regular Agenda by request.

- Agenda:
  - Approve agenda of February 20, 2025.
- Minutes:
  - Approve minutes of February 6, 2025, Regular Meeting.
- Claim Vouchers:
  - Approve Payroll Voucher numbers 170 through 250 for \$419,485.96 for the period ending February 28, 2025.
  - Approve Claim Voucher numbers 222 through 251 for \$62,203.36 for the period ending February 28, 2025.

## **FINANCIAL REVIEW**

- Budget Revenue and Expenditure Report

## **RESOLUTIONS/MOTIONS**

- Resolution 2025-02: Authorizing Signers for Checking Accounts
- Proposal for Master Plan, Community Risk Assessment, Standards of Cover, and EMS Valuation

## **NEW BUSINESS**

- Staffing and Hiring Plan

## **UNFINISHED BUSINESS**

## **CORRESPONDENCE**

### **DISTRICT REPORTS**

- Union Report
- Volunteer Report
- Logistics Report
- City Liaison Report
- Commissioner(s) Report
- Fire Chief Report
- Deputy Chief Report
- Finance Manager Report

## **OPEN FORUM DISCUSSION**

### **OPERATION PROGRAM UPDATES**

### **IMPORTANT DATES**

- February 8: Tri-County Commissioners Association Meeting
- March 1: District Banquet
- April 18: Easter Egg Hunt

## **AGENDA ITEMS FOR THE NEXT MEETING**

### **EXECUTIVE SESSION**

### **ADJOURNMENT**



**BENTON COUNTY FIRE PROTECTION DISTRICT NO. 4  
BOARD OF FIRE COMMISSIONERS**

**Regular Board Meeting Minutes  
February 6, 2025**

**CALL MEETING TO ORDER**

Commissioner VanBeek called the regular meeting of the Board of Fire Commissioners of Benton County Fire District Protection District #4 to order at 5:00 p.m. at 2604 Bombing Range Rd West Richland, Washington. The board members present at this meeting were Commissioner Brink (virtual) and Commissioner Van Beek. Commissioner Goodwin was excused.

**PLEDGE OF ALLEGIANCE**

Firefighter Knox led the pledge of allegiance.

**ADDITIONS TO THE AGENDA**

There were no additions to the agenda.

**THOSE PRESENT**

*Staff members present were:*

|                             |                                |                    |
|-----------------------------|--------------------------------|--------------------|
| Fire Chief Carlyle          | Administrative Assistant Ewing | Firefighter Knox   |
| Deputy Chief Drayton        | Captain Rogers                 | Firefighter Orozco |
| Finance Manager Paden-Lilly | Captain Shannon                | Firefighter Vining |

**CONSENT AGENDA**

All matters listed within the Consent Agenda have been distributed to each member of the Board of Commission for reading and study, are considered to be routine, and will be considered or enacted by one motion of the Commission with no separate discussion. If separate discussion is desired, that item may be removed from the Consent Agenda and placed on the Regular Agenda by request.

- **Public Comments:** None received.
- **Agenda Approval:** Approval of the agenda for February 6, 2025.
- **Minutes Approval:** Approval of the meeting minutes dated January 16, 2025.
- **Approval of Payments:**
  - *Claim Vouchers:* Numbers 111-149, totaling \$135,334.62, for the period ending February 14, 2025.

**MOTION** by Commissioner Brink to approve the consent agenda. Commissioner Van Beek seconded the motion, and the motion passed unanimously.

**FINANCIAL REVIEW**

This item was tabled until the January financial statements are received from the County.

## **RESOLUTIONS/MOTIONS**

### **Resolution 2025-01: Surplus of Property**

Consideration of Resolution 2025-01 to declare retired SCBA fill station bottles as surplus and authorize disposal through public sale or other lawful means.

**MOTION:** Commissioner Brink moved to approve Resolution 2025-01. Commissioner Van Beek seconded. Motion passed unanimously.

### **Policy 148: Inclement Weather and Natural Disasters**

Consideration of Policy 148 regarding inclement weather and natural disasters.

**MOTION:** Commissioner Brink moved to approve Policy 148. Commissioner Van Beek seconded. Motion passed unanimously.

## **DISTRICT REPORTS**

**Union** – Firefighter Vining stated that the union continues to maintain positive communication with administration as CBA negotiations begin.

**City Liaison** – Commissioner Brink provided an update from City Council member Fetto:

- Collaboration continues with the West Richland Chamber on the upcoming Easter Egg Hunt. The Fire District will also be actively involved in the event.
- Several new restaurants are coming to the area.
- Police Chief Grego announced his retirement from the West Richland Police Department; an interim chief will be appointed during the search for his replacement.

**Commissioners** – Commissioner Brink is attending the Legislative Session in Olympia and has had productive meetings with state representatives alongside neighboring fire districts.

**Fire Chief** - Chief Carlyle provided the following report:

- Met with Ben Shearer, who recently retired from Pasco Fire and is interested in volunteering as a PIO for BCFD4.
- PR event with KNDU recognized Bill Lotz, Chaplain Services Network, as responder of the month. CSN received a \$1,000 donation.
- Attended a Labor Management Meeting and delegated outstanding projects to DC Drayton.
- Attended Chief Lonnie Click's retirement event.
- BCFD4 representatives met with AMR to address issues from last year's RMEC race season.
- Several meetings were held with City of West Richland representatives regarding Station 410 land purchase:
  - Rogers Surveying reviewed archives and identified a clerical error in a historical DNR survey.
  - The city does not have the right-of-way on Harrington Road; alternative solutions are being explored.
- He participated in a meeting with Liz Loomis, developing an initiative to enhance hiring outreach.

- The recent hiring process did not yield the desired candidates, delaying recruit enrollment in the regional academy. Chief Carlyle plans to present a revised staffing and hiring plan at the next meeting when all Board members are present.

**Deputy Chief** – Deputy Chief Drayton provided the following report:

- Met with all three shifts, the training officer, and the medical officer to discuss operational objectives.
- Participated in Kennewick Fire’s Battalion Chief testing process.
- He has attended many meetings.
- Gathering quotes for a standards of coverage plan, staffing and deployment roadmap, and capital improvement plan.
- Working on transferring all his certifications to Washington State.

**Financial Manager** – Financial Manager Paden-Lilly reported on the implementation of a new digital platform for submitting purchase orders and expense reports. The system allows members to submit receipts and invoices via an app or online. Staff feedback has been positive, and employees have been encouraged to suggest additional forms for digitization.

### **OPEN FORUM DISCUSSION**

No topics were brought forward during the open forum discussion.

### **IMPORTANT DATES**

- February 8: Tri-County Commissioners Association Meeting
- March 1: District Banquet
- April 19: Community Easter Egg Hunt

### **CORRESPONDENCE**

No new correspondence was reported.

### **OPERATION PROGRAM UPDATES**

No updates were provided.

### **UNFINISHED BUSINESS**

No unfinished business was introduced.

### **NEW BUSINESS**

No new business was introduced.

### **AGENDA ITEMS FOR THE NEXT MEETING**

Staffing and Hiring Plan to be added to New Business.

### **EXECUTIVE SESSION**

No executive session was held.

**ADJOURNMENT**

With no further business to come before the Board the meeting was adjourned at 5:20 p.m.

Attested:

  
\_\_\_\_\_  
Billie Paden-Lilly, District Secretary      2/20/25  
Date

  
\_\_\_\_\_  
Michael Van Beek, Commissioner      2/20/25  
Date

  
\_\_\_\_\_  
Garrett Goodwin, Commissioner      2/20/25  
Date

\_\_\_\_\_  
Fred Brink, Commissioner      \_\_\_\_\_  
Date

# ACCOUNTS PAYABLE

BENTON COUNTY FIRE PROTECTION DISTRICT #4

Time: 11:56:38 Date: 02/19/2025  
Page: 1

As Of: 02/28/2025

| Accts Pay #                          | Received                    | Date Due | Vendor                                  | Amount          | Memo  |
|--------------------------------------|-----------------------------|----------|---|-----------------|---|
| <b>14748 02/28/202502/28/202515</b>  |                             |          | <b>AMAZON</b>                           | <b>22.72</b>    | <b>LABEL MAKER TAPE</b>   |
| 522 12 31 00                         | Expendable Office Supplies  |          | 001 000 522 6841 - General I            | 22.72           | LABEL MAKER TAPE  |
| <i>Invoice</i>                       |                             |          |   |                 |   |
|                                      | 1Y6G-3FQ7-1QQ9              |          |   | 22.72           | LABEL MAKER TAPE  |
| <b>14774 02/28/202502/28/202515</b>  |                             |          | <b>AMAZON</b>                           | <b>55.89</b>    | <b>CAR WINDSHIELD COVER FOR DEPUTY CHIEF, YAKTRAX CHAINS FOR WALKING ON ICE</b> |
| 522 60 31 00                         | Expendable Supplies - Autor |          | 001 000 522 6841 - General I            | 55.89           | CAR WINDSHIELD COVER, YAKTRAX CHAINS  |
| <i>Invoice</i>                       |                             |          |   |                 |   |
|                                      | 1QQR-GC1L-MYWM              |          |   | 55.89           | CAR WINDSHIELD COVER FOR DEPUTY CHIEF, YAKTRAX CHAINS                           |
| <b>14751 02/28/202502/28/2025414</b> |                             |          | <b>BENTON COUNTY TREASURER</b>          | <b>139.34</b>   | <b>2025 PROPERTY TAXES</b>  |
| 522 12 49 10                         | Taxes And Irrigation Fees   |          | 001 000 522 6841 - General I            | 139.34          | 2025 PROPERTY TAXES   |
| <i>Invoice</i>                       |                             |          |   |                 |   |
|                                      | 16222                       |          |   | 51.44           | 2025 PROPERTY TAXES - STA420  |
|                                      | 24907                       |          |   | 17.01           | 2025 PROPERTY TAXES - STA410  |
|                                      | 16221                       |          |   | 18.25           | 2025 PROPERTY TAXES - UNDETERMINED, WILLAMETTE HEIGHTS                          |
|                                      | 79783                       |          |   | 52.64           | 2025 PROPERTY TAXES - STA430  |
| <b>14757 02/28/202502/28/202549</b>  |                             |          | <b>BOARD FOR VOLUNTEER FIREFIGHTERS</b> | <b>140.00</b>   | <b>ANNUAL DISABILITY &amp; PENSION REMITTANCE</b>                               |
| 522 20 20 01                         | Benefits - Volunteer        |          | 001 000 522 6841 - General I            | 140.00          | ANNUAL DISABILITY & PENSION REMITTANCE  |
| <i>Invoice</i>                       |                             |          |   |                 |   |
|                                      | 02142025                    |          |   | 140.00          | ANNUAL DISABILITY & PENSION REMITTANCE  |
| <b>14750 02/28/202502/28/202550</b>  |                             |          | <b>BOUND TREE MEDICAL</b>               | <b>342.99</b>   | <b>EMS SUPPLIES</b>   |
| 522 70 31 00                         | Expendable Supplies - EMS   |          | 001 000 522 6841 - General I            | 342.99          | EMS SUPPLIES  |
| <i>Invoice</i>                       |                             |          |   |                 |   |
|                                      | 85647690                    |          |   | 342.99          | EMS SUPPLIES  |
| <b>14752 02/28/202502/28/2025690</b> |                             |          | <b>BPAS</b>                             | <b>7,000.00</b> | <b>HRA BENEFITS</b>   |
| 522 12 20 04                         | HRA Benefits                |          | 001 000 522 6841 - General I            | 750.00          | HRA BENEFITS  |
| 522 20 20 04                         | HRA Benefits                |          | 001 000 522 6841 - General I            | 6,250.00        | HRA BENEFITS  |

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| Accts Pay #                          | Received     | Date Due                       | Vendor                         | Amount           | Memo  |
|--------------------------------------|--------------|--------------------------------|--------------------------------|------------------|---|
| Invoice                              |              |                                |                                |                  |   |
|                                      | FEB25        |                                |                                | 7,000.00         | HRA BENEFITS  |
| <b>14753 02/28/202502/28/2025281</b> |              |                                | <b>CITY OF RICHLAND</b>        | <b>10,324.25</b> | <b>DISPATCH SERVICES</b>  |
|                                      | 522 24 41 00 | Dispatch Services              | 001 000 522 6841 - General I   | 10,324.25        | DISPATCH SERVICES   |
| Invoice                              |              |                                |                                |                  |   |
| <b>14754 02/28/202502/28/2025123</b> |              |                                | <b>FIRE 4 ADVANCED TRAVEL</b>  | <b>1,258.14</b>  | <b>PERDIEM-'25 WFCA LEGISLATIVE DAY-BRINK, '25 FDSOA HEALTH SAFETY APP CONF-HARPER, PERDIEM &amp; LODGING '25 NOZZLE FORWARD-AMMANN</b> |
|                                      | 522 11 43 30 | Travel - Per Diem & Lodging    | 001 000 522 6841 - General I   | 469.96           | PERDIEM-'25 WFCA LEGISLATIVE DAY - BRINK  |
|                                      | 522 45 43 10 | Travel - PerDiem & Lodging     | 001 000 522 6841 - General I   | 788.18           | PERDIEM & LODGING - AMMANN & HARPER   |
| Invoice                              |              |                                |                                |                  |   |
| <b>14755 02/28/202502/28/2025704</b> |              |                                | <b>FIRE 4 CHECKING ACCOUNT</b> | <b>839.77</b>    | <b>HEALTH INSURANCE BENEFITS</b>  |
|                                      | 522 12 20 10 | Benefits - Administrative      | 001 000 522 6841 - General I   | 839.77           | HEALTH INSURANCE BENEFITS   |
| Invoice                              |              |                                |                                |                  |   |
| <b>14758 02/28/202502/28/2025704</b> |              |                                | <b>FIRE 4 CHECKING ACCOUNT</b> | <b>200.00</b>    | <b>AMBULANCE REFUND</b>   |
|                                      | 522 70 41 20 | Ambulance Over Payment         | 110 000 522 6848 - EMS Fun     | 200.00           | AMBULANCE REFUND  |
| Invoice                              |              |                                |                                |                  |   |
| <b>14775 02/28/202502/28/2025831</b> |              |                                | <b>HOME DEPOT</b>              | <b>14.36</b>     | <b>EVERBILT DRYWALL ANCHORS AND WASHERS</b>   |
|                                      | 522 50 31 00 | Expendable Supplies - Faciliti | 001 000 522 6841 - General I   | 14.36            | EVERBILT DRYWALL ANCHORS AND WASHERS  |
| Invoice                              |              |                                |                                |                  |   |
|                                      | 5904009      |                                |                                | 14.36            | EVERBILT DRYWALL ANCHORS AND WASHERS  |



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BENTON COUNTY FIRE PROTECTION DISTRICT #4

Time: 11:56:38 Date: 02/19/2025  
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|--------------|--------------------------------|-----------------------------|--|-----------------|---|
| <b>14759</b> | <b>02/28/202502/28/2025774</b> |                             | <b>IMAGE TREND</b>                     | <b>4,834.80</b> | <b>ELITE RESCUE SUPPORT ANNUAL FEE 1/31/2025-12/31/2025</b> |
|              | 522 70 41 10                   | Contract Services - EMS     | 001 000 522 6841 - General I           | 4,834.80        | ELITE RESCUE SUPPORT  |
|              |                                |                             | Invoice                                |                 |   |
|              |                                |                             | PS-INV113317                           | 4,834.80        | ELITE RESCUE SUPPORT ANNUAL FEE 1/31/2025-12/31/2025        |
| <b>14760</b> | <b>02/28/202502/28/2025876</b> |                             | <b>ISOUTSOURCE</b>                     | <b>5,000.00</b> | <b>BLOCK SUPPORT</b>  |
|              | 522 12 41 03                   | Contract Services - Compute | 001 000 522 6841 - General I           | 5,000.00        | BLOCK SUPPORT   |
|              |                                |                             | Invoice                                |                 |   |
|              |                                |                             | CW306573                               | 5,000.00        | BLOCK SUPPORT   |
| <b>14761</b> | <b>02/28/202502/28/2025187</b> |                             | <b>LIFE ASSIST</b>                     | <b>2,143.85</b> | <b>EMS SUPPLIES</b>   |
|              | 522 70 31 00                   | Expendable Supplies - EMS   | 001 000 522 6841 - General I           | 2,143.85        | EMS SUPPLIES  |
|              |                                |                             | Invoice                                |                 |   |
|              |                                |                             | 1553909                                | 2,143.85        | EMS SUPPLIES  |
| <b>14762</b> | <b>02/28/202502/28/2025182</b> |                             | <b>LN CURTIS &amp; SONS</b>            | <b>907.08</b>   | <b>REGULATOR, ACTUATOR BUTTON ASSY; LABOR</b>               |
|              | 522 21 48 80                   | SCBA Equipment              | 001 000 522 6841 - General I           | 151.61          | EQUIPMENT   |
|              | 522 21 48 90                   | SCBA Repair/Maint           | 001 000 522 6841 - General I           | 755.47          | LABOR   |
|              |                                |                             | Invoice                                |                 |   |
|              |                                |                             | 908635                                 | 151.61          | REGULATOR, ACTUATOR BUTTON ASSY                             |
|              |                                |                             | 912310                                 | 755.47          | LABOR   |
| <b>14763</b> | <b>02/28/202502/28/2025779</b> |                             | <b>MCGAVICK GRAVES ATTORNEY AT LAW</b> | <b>1,104.50</b> | <b>EMPLOYMENT MATTERS</b>                                   |
|              | 522 14 41 00                   | Professional Services       | 001 000 522 6841 - General I           | 1,104.50        | EMPLOYMENT MATTERS  |
|              |                                |                             | Invoice                                |                 |   |
|              |                                |                             | 44260                                  | 1,104.50        | EMPLOYMENT MATTERS  |
| <b>14766</b> | <b>02/28/202502/28/2025925</b> |                             | <b>MOON SECURITY</b>                   | <b>266.53</b>   | <b>BASIC FIRE MONITORING, DMP FIRE CELL</b>                 |
|              | 522 50 41 00                   | Professional Services       | 001 000 522 6841 - General I           | 266.53          | FIRE MONITORING, DMP FIRE CELL                              |
|              |                                |                             | Invoice                                |                 |   |

**ACCOUNTS PAYABLE**

As Of: 02/28/2025

| Accts Pay #                          | Received                         | Date Due                     | Vendor | Amount          | Memo                                      |
|--------------------------------------|----------------------------------|------------------------------|--------|-----------------|---|
| 6028623                              |                                  |                              |        | 266.53          | BASIC FIRE MONITORING, DMP FIRE CELL      |
| <b>14764 02/28/202502/28/2025860</b> | <b>NEWEGG</b>                    |                              |        | <b>1,076.13</b> | <b>WINDOWS 11 PRO LICENSE</b>             |
| 522 12 41 03                         | Contract Services - Comput       | 001 000 522 6841 - General I |        | 1,076.13        | MICROSOFT WINDOWS 11 PRO UPGRADE          |
|                                      | Invoice                          |                              |        |                 |   |
| 1305344518                           |                                  |                              |        | 1,076.13        | WINDOWS 11 PRO LICENSE                    |
| <b>14765 02/28/202502/28/2025535</b> | <b>O'REILLY AUTO PARTS</b>       |                              |        | <b>81.47</b>    | <b>DEF FLUID, WIPER FLUID</b>             |
| 522 60 32 00                         | Fuels and Oils                   | 001 000 522 6841 - General I |        | 81.47           | DE FLUID, WIPER FLUID                     |
|                                      | Invoice                          |                              |        |                 |   |
| 3707-172785                          |                                  |                              |        | 81.47           | DEF FLUID, WIPER FLUID                    |
| <b>14770 02/28/202502/28/2025242</b> | <b>OXARC</b>                     |                              |        | <b>39.36</b>    | <b>CYLINDER RENTAL</b>                    |
| 522 70 31 00                         | Expendable Supplies - EMS        | 001 000 522 6841 - General I |        | 39.36           | CYLINDER RENTAL                           |
|                                      | Invoice                          |                              |        |                 |   |
| 0061945075                           |                                  |                              |        | 39.36           | CYLINDER RENTAL                           |
| <b>14769 02/28/202502/28/2025885</b> | <b>PACIFIC OFFICE AUTOMATION</b> |                              |        | <b>745.14</b>   | <b>VOIP PHONE SERVICES 1/30-2/28/2025</b> |
| 522 12 42 00                         | Phone Service                    | 001 000 522 6841 - General I |        | 745.14          | VOIP PHONE SERVICES 1/30-2/28/2025        |
|                                      | Invoice                          |                              |        |                 |   |
| 040464                               |                                  |                              |        | 745.14          | VOIP PHONE SERVICES 1/30-2/28/2025        |
| <b>14767 02/28/202502/28/2025833</b> | <b>RINGOLDE</b>                  |                              |        | <b>13.86</b>    | <b>NAME TAG EMBROIDER</b>                 |
| 522 20 28 00                         | Clothing, Commissary (Non-       | 001 000 522 6841 - General I |        | 13.86           | NAME TAG EMBROIDER                        |
|                                      | Invoice                          |                              |        |                 |   |
| 8327                                 |                                  |                              |        | 13.86           | NAME TAG EMBROIDER                        |
| <b>14768 02/28/202502/28/2025437</b> | <b>SEW FABULOUS</b>              |                              |        | <b>16.29</b>    | <b>PANTS HEMMED</b>                       |
| 522 20 48 00                         | Tools and Equipment              | 001 000 522 6841 - General I |        | 16.29           | PANTS HEMMED                              |
|                                      | Invoice                          |                              |        |                 |   |
| 1501                                 |                                  |                              |        | 16.29           | PANTS HEMMED                              |

# ACCOUNTS PAYABLE

BENTON COUNTY FIRE PROTECTION DISTRICT #4

Time: 11:56:38 Date: 02/19/2025  
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| Accts Pay #                          | Received                     | Date Due | Vendor                       | Amount          | Memo   |
|--------------------------------------|------------------------------|----------|------------------------------|-----------------|--|
| <b>14771 02/28/202502/28/2025625</b> |                              |          | <b>STERICYCLE</b>            | <b>91.53</b>    | <b>EMS WASTE DISPOSAL</b>                            |
| 522 70 41 10                         | Contract Services - EMS      |          | 001 000 522 6841 - General I | 91.53           | EMS WASTE DISPOSAL                                   |
| Invoice                              |                              |          |                              |                 |  |
|                                      | 8009740306                   |          |                              | 91.53           | EMS WASTE DISPOSAL                                   |
| <b>14772 02/28/202502/28/2025680</b> |                              |          | <b>SYSTEM DESIGN WEST</b>    | <b>2,936.65</b> | <b>EMS JANUARY BILLING</b>                           |
| 522 70 41 00                         | Ambulance Billing Service F€ |          | 110 000 522 6848 - EMS Fun   | 2,936.65        | EMS JAN. BILLING                                     |
| Invoice                              |                              |          |                              |                 |  |
|                                      | 20250319                     |          |                              | 2,936.65        | EMS JANUARY BILLING                                  |
| <b>14737 02/28/202502/28/2025475</b> |                              |          | <b>US BANK</b>               | <b>1,076.92</b> | <b>VISA EXPENDITURES - BENTON CO FIRE DIST 4</b>     |
| 522 11 43 00                         | Travel-Mileage & Airfare     |          | 001 000 522 6841 - General I | 2.80            | PARKING - COMMISSIONER BRINK                         |
| 522 11 43 30                         | Travel - Per Diem & Lodging  |          | 001 000 522 6841 - General I | 639.12          | LODGING - COMMISSIONER BRINK                         |
| 522 11 43 31                         | Registration Fees            |          | 001 000 522 6841 - General I | 435.00          | REGISTRATIONS FOR COMMISSIONER BRINK                 |
| Invoice                              |                              |          |                              |                 |  |
|                                      | 1/20/25 WFC                  |          |                              | 40.00           | COMMISSIONER BRINK REGISTRATION FOR LEGISLATION DAY  |
|                                      | 1/20/25 DOUBLE TREE          |          |                              | 639.12          | LODGING FOR COMMISSIONER BRINK - LEGISLATION DAY     |
|                                      | 1/21/25 NW LEADERSHI         |          |                              | 395.00          | COMMISSIONER BRINK LEADERSHIP TRAINING REGISTRATION  |
|                                      | 2/6/25 GA CAMPUS PAR         |          |                              | 2.80            | COMMISSIONER BRINK - PARKING DURING LEGISLATION DAY  |
| <b>14738 02/28/202502/28/2025475</b> |                              |          | <b>US BANK</b>               | <b>232.07</b>   | <b>VISA EXPENDITURES - CARAWAY</b>                   |
| 522 20 29 20                         | Member Recognition           |          | 001 000 522 6841 - General I | 93.28           | REFRESHMENTS FOR ACADEMY GRADUATION                  |
| 522 26 31 10                         | Food                         |          | 001 000 522 6841 - General I | 138.79          | GATORADE   |
| Invoice                              |                              |          |                              |                 |  |
|                                      | 1/16/25 COSTCO               |          |                              | 93.28           | REFRESHMENTS FOR ACADEMY GRADUATION                  |
|                                      | 1/27/25 WALMART              |          |                              | 138.79          | GATORADE FOR REHAB                                   |
| <b>14739 02/28/202502/28/2025475</b> |                              |          | <b>US BANK</b>               | <b>1,044.90</b> | <b>VISA EXPENDITURES - SHANNON</b>                   |
| 522 45 43 20                         | Registration Fees            |          | 001 000 522 6841 - General I | 1,044.90        | LEADERSHIP CONFERENCE REGISTRATION - WALTON & OROZCO |
| Invoice                              |                              |          |                              |                 |  |
|                                      | 1/8/25 WEST COAST            |          |                              | 945.90          | LEADERSHIP CONFERENCE REGISTRATION - WALTON & OROZCO |
|                                      | 1/8/25 PURCHASE              |          |                              | 99.00           | PURCHASE PROTECTION FOR LEADERSHIP CONFERENCE        |

# ACCOUNTS PAYABLE

BENTON COUNTY FIRE PROTECTION DISTRICT #4

Time: 11:56:38 Date: 02/19/2025  
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| Accts Pay #                          | Received                      | Date Due | Vendor                       | Amount           | Memo  |
|--------------------------------------|-------------------------------|----------|------------------------------|------------------|---|
| <b>14740 02/28/202502/28/2025475</b> |                               |          |                              |                  |   |
| <b>US BANK</b>                       |                               |          |                              | <b>943.13</b>    | <b>VISA EXPENDITURES - PUTZ</b>                   |
| 522 21 49 10                         | Reimbursable Fire Suppress    |          | 001 000 522 6841 - General I | 814.94           | LODGING - EMAC                                    |
| 522 45 31 00                         | Expendable Supplies - Trainii |          | 001 000 522 6841 - General I | 15.21            | STUDY GUIDE - ESTRELLA                            |
| 522 60 31 00                         | Expendable Supplies - Autor   |          | 001 000 522 6841 - General I | 45.97            | BATTERIES   |
| 522 60 32 00                         | Fuels and Oils                |          | 001 000 522 6841 - General I | 67.01            | ANTIFREEZE AND COOLANT FOR APP 16                 |
| Invoice                              |                               |          |                              |                  |   |
| 1/10/25                              | HAMPTON                       |          |                              | 154.07           | LODGING - CALIFORNIA FIRE (EMAC)                  |
| 1/10/25                              | HAMPTON                       |          |                              | 154.07           | LODGING - CALIFORNIA FIRE (EMAC)                  |
| 1/10/25                              | MAVERIK                       |          |                              | 16.23            | ANTIFREEZE FOR APP 16                             |
| 1/12/25                              | COSTCO                        |          |                              | 45.97            | BATTERIES FOR EQUIPMENT - APP 16                  |
| 1/15/25                              | AUTOZONE                      |          |                              | 15.32            | COOLANT FOR APP 16                                |
| 1/15/25                              | AUTOZONE                      |          |                              | 35.46            | COOLANT FOR APP 16                                |
| 1/25/25                              | BEST WEST                     |          |                              | 129.65           | LODGING - CALIFORNIA FIRE (EMAC)                  |
| 1/25/25                              | BEST WEST                     |          |                              | 129.65           | LODGING - CALIFORNIA FIRE (EMAC)                  |
| 1/26/25                              | HOLIDAY                       |          |                              | 123.75           | LODGING - CALIFORNIA FIRE (EMAC)                  |
| 1/26/25                              | HOLIDAY                       |          |                              | 123.75           | LODGING - CALIFORNIA FIRE (EMAC)                  |
| 2/4/25                               | FIRE PROTECTI                 |          |                              | 15.21            | STUDY GUIDE - ESTRELLA                            |
| <b>14741 02/28/202502/28/2025475</b> |                               |          |                              |                  |   |
| <b>US BANK</b>                       |                               |          |                              | <b>1,417.41</b>  | <b>VISA EXPENDITURES - NEWTON</b>                 |
| 522 45 43 20                         | Registration Fees             |          | 001 000 522 6841 - General I | 875.00           | NOZZLE FOWARD & OFFICER DEVELOPMENT REGISTRATIONS |
| 522 50 48 00                         | Repair & Maint. - Facilities  |          | 001 000 522 6841 - General I | 542.41           | CLEAN WATER SOFTENER TANK AT STA 430              |
| Invoice                              |                               |          |                              |                  |   |
| 1/16/25                              | GENERATIONS                   |          |                              | 542.41           | CLEAN WATER SOFTENER TANK FOR STA 430             |
| 1/17/25                              | REGIONS                       |          |                              | 350.00           | NOZZLE FORWARD TRAINING - AMMANN                  |
| 1/25/25                              | WFC                           |          |                              | 525.00           | OFFICER EDUCATION - ESTRELLA                      |
| <b>14742 02/28/202502/28/2025475</b> |                               |          |                              |                  |   |
| <b>US BANK</b>                       |                               |          |                              | <b>13,207.58</b> | <b>VISA EXPENDITURES - BORSCHOWA</b>              |
| 522 12 31 00                         | Expendable Office Supplies    |          | 001 000 522 6841 - General I | 48.90            | BUSINESS CARDS                                    |
| 522 12 31 10                         | Computer Software             |          | 001 000 522 6841 - General I | 1,240.75         | JOTFORM, O365, WEB HOSTING                        |
| 522 12 31 20                         | Non-Expendable Office         |          | 001 000 522 6841 - General I | 11,206.10        | COMPUTERS & MONITORS                              |
| 522 45 43 00                         | Travel - Mileage & Air        |          | 001 000 522 6841 - General I | 238.00           | AIRFARE - ABC CONFERENCE                          |
| 522 45 43 10                         | Travel - PerDiem & Lodging    |          | 001 000 522 6841 - General I | 168.94           | LODGING - ABC CONFERENCE                          |
| 522 60 31 00                         | Expendable Supplies - Autor   |          | 001 000 522 6841 - General I | 5.97             | WINDOW WASHER FLUID                               |
| 522 60 48 00                         | Repair and Maintenance Ser    |          | 001 000 522 6841 - General I | 298.92           | DETAIL APP 54                                     |
| Invoice                              |                               |          |                              |                  |   |
| 1/8/25                               | COSTCO                        |          |                              | 2,934.79         | COMPUTER MONITORS (10)                            |



# ACCOUNTS PAYABLE

BENTON COUNTY FIRE PROTECTION DISTRICT #4

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| Accts Pay #  | Received                       | Date Due                      | Vendor                       | Amount          | Memo  |
|--------------|--------------------------------|-------------------------------|------------------------------|-----------------|---|
|              |                                |                               | 1/14/25 TAXBANDITS           | 5.95            | Q4 941 TAX E-FILE   |
|              |                                |                               | 1/21/25 TAXBANDITS           | 65.90           | 2025 1099 TAX E-FILE  |
|              |                                |                               | 1/24/25 USPS                 | 73.00           | ROLL OF STAMPS  |
|              |                                |                               | 2/24/25 MRSC                 | 500.00          | FINANCIAL BOOTCAMP REGISTRATION - EWING                                       |
| <b>14746</b> | <b>02/28/202502/28/2025475</b> |                               | <b>US BANK</b>               | <b>471.21</b>   | <b>VISA EXPENDITURES - LONGIE</b>   |
|              | 522 45 43 20                   | Registration Fees             | 001 000 522 6841 - General I | 471.21          | LEADERSHIP CONFERENCE REGISTRATION - GARRISON                                 |
|              |                                |                               | Invoice                      |                 |   |
|              |                                |                               | 1/28/25 WEST                 | 471.21          | LEADERSHIP CONFERENCE REGISTRATION - GARRISON                                 |
| <b>14747</b> | <b>02/28/202502/28/2025475</b> |                               | <b>US BANK</b>               | <b>1,015.61</b> | <b>VISA EXPENDITURES - ROGERS</b>   |
|              | 522 20 29 20                   | Member Recognition            | 001 000 522 6841 - General I | 53.35           | RECRUIT GRADUATION SUPPLIES   |
|              | 522 45 31 00                   | Expendable Supplies - Trainii | 001 000 522 6841 - General I | 962.26          | TRAINING SUPPLIES   |
|              |                                |                               | Invoice                      |                 |   |
|              |                                |                               | 1/14/25 WM                   | 4.64            | CERTIFICATES FOR RECRUIT GRADUATIONS  |
|              |                                |                               | 1/15/25 OFFICE               | 29.56           | PLATES, NAPKINS, SILVERWARE FOR RECRUIT GRADUATION                            |
|              |                                |                               | 1/15/25 HOBBY                | 19.15           | RECRUIT GRADUATION SUPPLIES   |
|              |                                |                               | 1/17/25 FIRE                 | 329.64          | FF1, FF2, & HAZMAT TRAINING BOOKS   |
|              |                                |                               | 1/25/25 AMAZON               | 31.52           | TRAINING BOOKS  |
|              |                                |                               | 1/26/25 AMAZON               | 546.96          | TRAINING BOOKS  |
|              |                                |                               | 2/7/25 OFFICE                | 54.14           | CLIPBOARDS AND FLASHDRIVES FOR TRAINING                                       |
| <b>14773</b> | <b>02/28/202502/28/2025394</b> |                               | <b>YOKE'S FOODS</b>          | <b>93.65</b>    | <b>REFRESHMENTS FOR ACADEMY GRADUATION, STAMPS, THERMOMETER, DRYER SHEETS</b> |
|              | 522 12 42 40                   | Postage                       | 001 000 522 6841 - General I | 29.20           | POSTAGE STAMPS  |
|              | 522 30 31 00                   | Expendable Supplies-Preven    | 001 000 522 6841 - General I | 27.41           | REFRESHMENTS  |
|              | 522 50 31 00                   | Expendable Supplies -Faciliti | 001 000 522 6841 - General I | 37.04           | FACILITY SUPPLIES   |
|              |                                |                               | Invoice                      |                 |   |
|              |                                |                               | 82224171                     | 27.41           | REFRESHMENTS FOR ACADEMY GRADUATION   |
|              |                                |                               | 111289333                    | 29.20           | POSTAGE STAMPS  |
|              |                                |                               | 52352001                     | 37.04           | THERMOMETER, DRYER SHEETS   |
|              |                                |                               | Fund                         |                 |   |
|              |                                |                               | 001 6841 - General Fund      | 59,066.71       |   |
|              |                                |                               | Report Total:                | 62,203.36       |   |

**ACCOUNTS PAYABLE**

BENTON COUNTY FIRE PROTECTION DISTRICT #4

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|----------------|----------|----------|---------------------|----------|------|
|                |          |          | 110 6848 - EMS Fund | 3,136.65 |      |

We, the undersigned, do hereby certify that the materials have been furnished, the services rendered or the labor performed as described herein and that the claim is a just, due and unpaid obligation against Benton County Fire District #4, and that we are authorized to authenticate and certify to said claim.

## WARRANT/CHECK REGISTER

BENTON COUNTY FIRE PROTECTION DISTRICT #4

Time: 12:06:09 Date: 02/19/2025

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| Trans | Date       | Type    | Acct # | War # | Claimant                           | Amount    | Memo   |
|-------|------------|---------|--------|-------|------------------------------------|-----------|--|
| 221   | 02/28/2025 | Payroll | 6841   | 1757  | AFLAC                              | 39.39     | Pay Cycle(s) 02/28/2025 To 02/28/2025 - AFLAC  |
| 222   | 02/28/2025 | Claims  | 6841   | 1758  | AMAZON                             | 78.61     | LABEL MAKER TAPE; CAR WINDSHIELD COVER FOR DEPUTY CHIEF, YAKTRAX CHAINS FOR WALKING ON ICE   |
| 223   | 02/28/2025 | Payroll | 6841   | 1759  | BENTON COUNTY 4 BENEVOLENT FUND    | 57.00     | Pay Cycle(s) 02/28/2025 To 02/28/2025 - Benevolent Fund  |
| 224   | 02/28/2025 | Claims  | 6841   | 1760  | BENTON COUNTY TREASURER            | 139.34    | 2025 PROPERTY TAXES  |
| 225   | 02/28/2025 | Claims  | 6841   | 1761  | BOARD FOR VOLUNTEER FIREFIGHTERS   | 140.00    | ANNUAL DISABILITY & PENSION REMITTANCE   |
| 226   | 02/28/2025 | Claims  | 6841   | 1762  | BOUND TREE MEDICAL                 | 342.99    | EMS SUPPLIES   |
| 227   | 02/28/2025 | Claims  | 6841   | 1763  | BPAS                               | 7,000.00  | HRA BENEFITS   |
| 228   | 02/28/2025 | Claims  | 6841   | 1764  | CITY OF RICHLAND                   | 10,324.25 | DISPATCH SERVICES  |
| 229   | 02/28/2025 | Payroll | 6841   | 1765  | DIMARTINO                          | 1,983.73  | Pay Cycle(s) 02/28/2025 To 02/28/2025 - LT Disab- Life   |
| 230   | 02/28/2025 | Claims  | 6841   | 1766  | FIRE 4 ADVANCED TRAVEL             | 1,258.14  | PERDIEM-'25 WFCA LEGISLATIVE DAY-BRINK, '25 FDSOA HEALTH SAFETY APP CONF-HARPER, PERDIEM & LODGING '25 NOZZLE FORWARD-AMMANN   |
| 231   | 02/28/2025 | Claims  | 6841   | 1767  | FIRE 4 CHECKING ACCOUNT            | 1,039.77  | HEALTH INSURANCE BENEFITS; AMBULANCE REFUND  |
| 232   | 02/28/2025 | Claims  | 6841   | 1768  | HOME DEPOT                         | 14.36     | EVERBILT DRYWALL ANCHORS AND WASHERS   |
| 233   | 02/28/2025 | Payroll | 6841   | 1769  | IAFF LOCAL 1052                    | 4,376.00  | Pay Cycle(s) 02/28/2025 To 02/28/2025 - Union Dues   |
| 234   | 02/28/2025 | Claims  | 6841   | 1770  | IMAGE TREND                        | 4,834.80  | ELITE RESCUE SUPPORT ANNUAL FEE 1/31/2025-12/31/2025   |
| 235   | 02/28/2025 | Claims  | 6841   | 1771  | ISOUTSOURCE                        | 5,000.00  | BLOCK SUPPORT  |
| 236   | 02/28/2025 | Claims  | 6841   | 1772  | LIFE ASSIST                        | 2,143.85  | EMS SUPPLIES   |
| 237   | 02/28/2025 | Claims  | 6841   | 1773  | LN CURTIS & SONS                   | 907.08    | REGULATOR, ACTUATOR BUTTON ASSY; LABOR   |
| 238   | 02/28/2025 | Claims  | 6841   | 1774  | MCGAVICK GRAVES ATORNEY AT LAW     | 1,104.50  | EMPLOYMENT MATTERS   |
| 239   | 02/28/2025 | Claims  | 6841   | 1775  | MOON SECURITY                      | 266.53    | BASIC FIRE MONITORING, DMP FIRE CELL   |
| 240   | 02/28/2025 | Claims  | 6841   | 1776  | NEWEGG                             | 1,076.13  | WINDOWS 11 PRO LICENSE   |
| 241   | 02/28/2025 | Claims  | 6841   | 1777  | O'REILLY AUTO PARTS                | 81.47     | DEF FLUID, WIPER FLUID   |
| 242   | 02/28/2025 | Claims  | 6841   | 1778  | OXARC                              | 39.36     | CYLINDER RENTAL  |
| 243   | 02/28/2025 | Claims  | 6841   | 1779  | PACIFIC OFFICE AUTOMATION          | 745.14    | VOIP PHONE SERVICES 1/30-2/28/2025   |
| 244   | 02/28/2025 | Claims  | 6841   | 1780  | RINGOLDE                           | 13.86     | NAME TAG EMBROIDER   |
| 245   | 02/28/2025 | Claims  | 6841   | 1781  | SEW FABULOUS                       | 16.29     | PANTS HEMMED   |
| 246   | 02/28/2025 | Claims  | 6841   | 1782  | STERICYCLE                         | 91.53     | EMS WASTE DISPOSAL   |
| 247   | 02/28/2025 | Claims  | 6841   | 1783  | SYSTEM DESIGN WEST                 | 2,936.65  | EMS JANUARY BILLING  |
| 248   | 02/28/2025 | Payroll | 6841   | 1784  | TRUSTEED PLANS SERVICE CORPORATION | 42,250.36 | Pay Cycle(s) 02/28/2025 To 02/28/2025 - Med/Dental Insurance   |
| 249   | 02/28/2025 | Claims  | 6841   | 1785  | US BANK                            | 22,515.06 | VISA EXPENDITURES - BENTON CO FIRE DIST 4; VISA EXPENDITURES - CARAWAY; VISA EXPENDITURES - SHANNON; VISA EXPENDITURES - PUTZ; VISA EXPENDITURES - NEWTON; VISA EXPENDITURES - BORSCHOWA; VISA EXPENDITU |



# WARRANT/CHECK REGISTER

BENTON COUNTY FIRE PROTECTION DISTRICT #4

Time: 12:06:09 Date: 02/19/2025

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| Trans                   | Date       | Type    | Acct # | War # | Claimant   | Amount     | Memo   |
|-------------------------|------------|---------|--------|-------|--|------------|--|
| 250                     | 02/28/2025 | Payroll | 6841   | 1786  | C/O BENEFIT SOLUTIONS INC<br>WSCFF MEDICAL EXPENSE<br>REIMBURSEMEN | 3,900.00   | Pay Cycle(s) 02/28/2025 To<br>02/28/2025 - MERP                              |
| 251                     | 02/28/2025 | Claims  | 6841   | 1787  | YOKE'S FOODS   | 93.65      | REFRESHMENTS FOR ACADEMY<br>GRADUATION, STAMPS,<br>THERMOMETER, DRYER SHEETS |
| 001 6841 - General Fund |            |         |        |       |  | 111,673.19 |  |
| 110 6848 - EMS Fund     |            |         |        |       |  | 3,136.65   |  |
|                         |            |         |        |       |  | <hr/>      |  |
|                         |            |         |        |       |  | Claims:    | 62,203.36  |
|                         |            |         |        |       |  | Payroll:   | 52,606.48  |
|                         |            |         |        |       |  | 114,809.84 |  |

We, the undersigned, do hereby certify that the materials have been furnished, the services rendered or the labor performed as described herein and that the claim is a just, due and unpaid obligation against Benton County Fire District #4, and that we are authorized to authenticate and certify to said claim.

Admin Staff \_\_\_\_\_ Secretary *Robert Kelley*

Commissioners *[Signature]*, *[Signature]*

Approval Date 2/20/2025

# WARRANT/CHECK REGISTER

BENTON COUNTY FIRE PROTECTION DISTRICT #4

Time: 12:04:50 Date: 02/19/2025

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| Trans | Date       | Type    | Acct # | War # | Claimant                 | Amount    | Memo  |
|-------|------------|---------|--------|-------|--------------------------|-----------|---|
| 170   | 02/28/2025 | Payroll | 6841   | EFT   | JOSHUA AMMANN            | 7,154.27  | February Base Salary/Jan OT                             |
| 171   | 02/28/2025 | Payroll | 6841   | EFT   | BRADLEY E ANDREWS        | 14,296.51 | February Base Salary/Jan OT                             |
| 172   | 02/28/2025 | Payroll | 6841   | EFT   | CORAL L BEARS            | 1,108.20  | February Base Salary/Jan OT                             |
| 173   | 02/28/2025 | Payroll | 6841   | EFT   | CHERYL A BOOTH           | 3,452.00  | February Base Salary/Jan OT                             |
| 174   | 02/28/2025 | Payroll | 6841   | EFT   | DANA M BORSCHOWA         | 184.70    | February Base Salary/Jan OT                             |
| 175   | 02/28/2025 | Payroll | 6841   | EFT   | MATTHEW J BORSCHOWA      | 10,703.35 | February Base Salary/Jan OT                             |
| 176   | 02/28/2025 | Payroll | 6841   | EFT   | FREDERICK T BRINK        | 632.00    | February Base Salary/Jan OT                             |
| 177   | 02/28/2025 | Payroll | 6841   | EFT   | ED R CARAWAY             | 84.97     | February Base Salary/Jan OT                             |
| 178   | 02/28/2025 | Payroll | 6841   | EFT   | PAUL E CARLYLE           | 8,849.22  | February Base Salary/Jan OT                             |
| 179   | 02/28/2025 | Payroll | 6841   | EFT   | BRANDON J COATES         | 1,058.00  | February Base Salary/Jan OT                             |
| 180   | 02/28/2025 | Payroll | 6841   | EFT   | KAREN M DAVIS            | 21.24     | February Base Salary/Jan OT                             |
| 181   | 02/28/2025 | Payroll | 6841   | EFT   | AMANDA K DERITIS         | 5,837.70  | February Base Salary/Jan OT                             |
| 182   | 02/28/2025 | Payroll | 6841   | EFT   | DANIEL J DRAYTON         | 9,969.90  | February Base Salary/Jan OT                             |
| 183   | 02/28/2025 | Payroll | 6841   | EFT   | MANUEL I ESTRELLA        | 7,025.03  | February Base Salary/Jan OT                             |
| 184   | 02/28/2025 | Payroll | 6841   | EFT   | APRIL S EWING            | 4,978.07  | February Base Salary/Jan OT                             |
| 185   | 02/28/2025 | Payroll | 6841   | EFT   | CODY R FLOWERS           | 5,113.75  | February Base Salary/Jan OT                             |
| 186   | 02/28/2025 | Payroll | 6841   | EFT   | KEVIN G GAIDOS           | 8,313.07  | February Base Salary/Jan OT                             |
| 187   | 02/28/2025 | Payroll | 6841   | EFT   | KAILEE M GARRISON-EHREDT | 6,467.28  | February Base Salary/Jan OT                             |
| 188   | 02/28/2025 | Payroll | 6841   | EFT   | JARON D GIBSON           | 4,849.07  | February Base Salary/Jan OT                             |
| 189   | 02/28/2025 | Payroll | 6841   | EFT   | GARRETT S GOODWIN        | 437.07    | February Base Salary/Jan OT                             |
| 190   | 02/28/2025 | Payroll | 6841   | EFT   | REX J GREEN              | 18.24     | February Base Salary/Jan OT                             |
| 191   | 02/28/2025 | Payroll | 6841   | EFT   | DAWSEN O HALL            | 833.92    | February Base Salary/Jan OT                             |
| 192   | 02/28/2025 | Payroll | 6841   | EFT   | JACOB TA HANSEN          | 778.01    | February Base Salary/Jan OT                             |
| 193   | 02/28/2025 | Payroll | 6841   | EFT   | THOMAS R HARPER          | 7,365.55  | February Base Salary/Jan OT                             |
| 194   | 02/28/2025 | Payroll | 6841   | EFT   | KYLE C HART              | 6,492.20  | February Base Salary/Jan OT                             |
| 195   | 02/28/2025 | Payroll | 6841   | EFT   | NATANIA M JOHNSTON       | 38.79     | February Base Salary/Jan OT                             |
| 196   | 02/28/2025 | Payroll | 6841   | EFT   | ABIGAIL E KNOX           | 1,139.76  | February Base Salary/Jan OT                             |
| 197   | 02/28/2025 | Payroll | 6841   | EFT   | JAMES A LONGIE           | 9,859.54  | February Base Salary/Jan OT                             |
| 198   | 02/28/2025 | Payroll | 6841   | EFT   | ESTEBAN MADRIGAL         | 4,222.71  | February Base Salary/Jan OT                             |
| 199   | 02/28/2025 | Payroll | 6841   | EFT   | RAYMOND J NEWTON         | 8,231.06  | February Base Salary/Jan OT                             |
| 200   | 02/28/2025 | Payroll | 6841   | EFT   | WYATT M OROZCO           | 6,543.01  | February Base Salary/Jan OT                             |
| 201   | 02/28/2025 | Payroll | 6841   | EFT   | CONNOR L OVERSON         | 543.01    | February Base Salary/Jan OT                             |
| 202   | 02/28/2025 | Payroll | 6841   | EFT   | CONNOR L-T OVERSON       | 10,384.36 | February Base Salary/Jan OT                             |
| 203   | 02/28/2025 | Payroll | 6841   | EFT   | BILLIE J PADEN-LILLY     | 7,437.72  | February Base Salary/Jan OT                             |
| 204   | 02/28/2025 | Payroll | 6841   | EFT   | RUSSELL A POSEGATE       | 1,126.67  | February Base Salary/Jan OT                             |
| 205   | 02/28/2025 | Payroll | 6841   | EFT   | GARRETT M PREMEL         | 7,434.88  | February Base Salary/Jan OT                             |
| 206   | 02/28/2025 | Payroll | 6841   | EFT   | ALLEN L PUTZ             | 15,712.51 | February Base Salary/Jan OT                             |
| 207   | 02/28/2025 | Payroll | 6841   | EFT   | KYLE M RICHE             | 4,896.29  | February Base Salary/Jan OT                             |
| 208   | 02/28/2025 | Payroll | 6841   | EFT   | BONNIE M ROGERS          | 8,625.79  | February Base Salary/Jan OT                             |
| 209   | 02/28/2025 | Payroll | 6841   | EFT   | MCKENZIE M SELL          | 1,041.53  | February Base Salary/Jan OT                             |
| 210   | 02/28/2025 | Payroll | 6841   | EFT   | ROBERT C SHANNON         | 7,697.02  | February Base Salary/Jan OT                             |
| 211   | 02/28/2025 | Payroll | 6841   | EFT   | CAMERON R THOMAS         | 19.40     | February Base Salary/Jan OT                             |
| 212   | 02/28/2025 | Payroll | 6841   | EFT   | MICHAEL A VAN BEEK       | 295.25    | February Base Salary/Jan OT                             |
| 213   | 02/28/2025 | Payroll | 6841   | EFT   | ARRIEL A VAN CLEEF       | 4,493.73  | February Base Salary/Jan OT                             |
| 214   | 02/28/2025 | Payroll | 6841   | EFT   | DOMINIC P VIGGIANO       | 72.35     | February Base Salary/Jan OT                             |
| 215   | 02/28/2025 | Payroll | 6841   | EFT   | ANTHONY G VINING         | 7,765.06  | February Base Salary/Jan OT                             |
| 216   | 02/28/2025 | Payroll | 6841   | EFT   | BRIAN P WAKEMAN          | 5,761.28  | February Base Salary/Jan OT                             |
| 217   | 02/28/2025 | Payroll | 6841   | EFT   | JACOB M WALTON           | 6,120.57  | February Base Salary/Jan OT                             |
| 218   | 02/28/2025 | Payroll | 6841   | EFT   | CODY WINTERS             | 5,494.09  | February Base Salary/Jan OT                             |
| 219   | 02/27/2025 | Payroll | 6841   | EFT   | EFTPS- IRS Payroll Taxes | 58,633.43 | 941 Deposit for Pay Cycle(s)<br>02/01/2025 - 02/28/2025 |

**WARRANT/CHECK REGISTER**

BENTON COUNTY FIRE PROTECTION DISTRICT #4

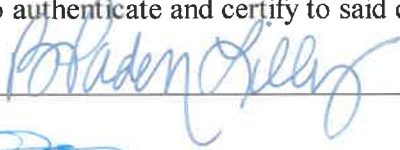
Time: 12:04:50 Date: 02/19/2025


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| Trans                   | Date       | Type    | Acct # | War # | Claimant                | Amount     | Memo   |
|-------------------------|------------|---------|--------|-------|-------------------------|------------|--|
| 220                     | 02/27/2025 | Payroll | 6841   | EFT   | WA PUB EMP & RETIRE SYS | 67,266.35  | Pay Cycle(s) 02/28/2025 To 02/28/2025 - LEOFF II - D097; Pay Cycle(s) 02/28/2025 To 02/28/2025 - DCP-899T76; Pay Cycle(s) 02/28/2025 To 02/28/2025 - PERS 3 - 4778; Pay Cycle(s) 02/28/2025 To 02/28/202 |
| 001 6841 - General Fund |            |         |        |       |                         | 366,879.48 |  |
|                         |            |         |        |       |                         | 366,879.48 | Payroll: 366,879.48  |

We, the undersigned, do hereby certify that the materials have been furnished, the services rendered or the labor performed as described herein and that the claim is a just, due and unpaid obligation against Benton County Fire District #4, and that we are authorized to authenticate and certify to said claim.

Admin Staff \_\_\_\_\_ Secretary 

Commissioners  , \_\_\_\_\_

Approval Date 2/20/2025

## 2025 BUDGET POSITION

BENTON COUNTY FIRE PROTECTION DISTRICT

Time: 12:07:02 Date: 02/19/2025

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001 6841 - General Fund 01/01/2025 To: 12/31/2025

|  | Amt Budgeted | Revenues | Remaining |  |
|--|--------------|----------|-----------|--|
|--|--------------|----------|-----------|--|

**308 Beginning Balances**

|   |              |              |              |        |
|---|--------------|--------------|--------------|--------|
| 308 91 00 00 Beginning Balance                | 3,180,211.00 | 3,489,015.08 | (308,804.08) | 109.7% |
| 308 91 00 01 Beginning Balance - Cash/Imprest | 17,070.00    | 17,070.00    | 0.00         | 100.0% |
| 308 Beginning Balances                        | 3,197,281.00 | 3,506,085.08 | (308,804.08) | 109.7% |

**310 Taxes**

|                                   |              |           |              |      |
|-----------------------------------|--------------|-----------|--------------|------|
| 311 10 00 01 Property Tax         | 4,667,094.00 | 11,849.12 | 4,655,244.88 | 0.3% |
| 337 20 00 01 Leasehold Excise Tax | 30,000.00    | 0.00      | 30,000.00    | 0.0% |
| 310 Taxes                         | 4,697,094.00 | 11,849.12 | 4,685,244.88 | 0.3% |

**330 Intergovernmental Revenues**

|  |           |          |            |       |
|--|-----------|----------|------------|-------|
| 334 04 90 01 State Trauma Grant          | 500.00    | 0.00     | 500.00     | 0.0%  |
| 334 06 90 04 BVFF Physical Reimbursement | 0.00      | 6,200.00 | (6,200.00) | 0.0%  |
| 335 00 91 01 Energy NW Generation Tax    | 34,000.00 | 0.00     | 34,000.00  | 0.0%  |
| 330 Intergovernmental Revenues           | 34,500.00 | 6,200.00 | 28,300.00  | 18.0% |

**340 Charges For Services**

|                                     |           |           |           |       |
|-------------------------------------|-----------|-----------|-----------|-------|
| 341 70 00 05 Sales of Merchandise   | 4,000.00  | 0.00      | 4,000.00  | 0.0%  |
| 342 21 00 01 Fire Services, State   | 40,000.00 | 13,270.61 | 26,729.39 | 33.2% |
| 342 21 00 03 Fire Services, Schools | 3,000.00  | 0.00      | 3,000.00  | 0.0%  |
| 340 Charges For Services            | 47,000.00 | 13,270.61 | 33,729.39 | 28.2% |

**361 Miscellaneous Revenue**

|                                    |           |           |           |       |
|------------------------------------|-----------|-----------|-----------|-------|
| 361 11 00 01 General Fund Interest | 50,000.00 | 26,761.73 | 23,238.27 | 53.5% |
| 362 53 00 00 Rental of Facility    | 200.00    | 50.00     | 150.00    | 25.0% |
| 361 Miscellaneous Revenue          | 50,200.00 | 26,811.73 | 23,388.27 | 53.4% |

**390 Other Financing Sources**

|                                 |      |           |             |      |
|---------------------------------|------|-----------|-------------|------|
| 398 10 00 01 Insurance Recovery | 0.00 | 49,000.00 | (49,000.00) | 0.0% |
| 390 Other Financing Sources     | 0.00 | 49,000.00 | (49,000.00) | 0.0% |

**397 Interfund Transfers**

|                                    |              |      |              |      |
|------------------------------------|--------------|------|--------------|------|
| 397 00 00 10 Transfer In From 6848 | 404,597.00   | 0.00 | 404,597.00   | 0.0% |
| 397 00 00 11 Transfer in From 6848 | 1,783,644.00 | 0.00 | 1,783,644.00 | 0.0% |
| 397 00 00 12 Transfer in from 6848 | 814,000.00   | 0.00 | 814,000.00   | 0.0% |
| 397 Interfund Transfers            | 3,002,241.00 | 0.00 | 3,002,241.00 | 0.0% |

|                       |                      |                     |                     |              |
|-----------------------|----------------------|---------------------|---------------------|--------------|
| <b>Fund Revenues:</b> | <b>11,028,316.00</b> | <b>3,613,216.54</b> | <b>7,415,099.46</b> | <b>32.8%</b> |
|-----------------------|----------------------|---------------------|---------------------|--------------|

|  | Amt Budgeted | Expenditures | Remaining |  |
|--|--------------|--------------|-----------|--|
|--|--------------|--------------|-----------|--|

**522 Fire Control**

|   |           |        |          |      |
|---|-----------|--------|----------|------|
| 522 11 10 10 Salary - Comm 1 (Van Beek) | 10,000.00 | 805.00 | 9,195.00 | 8.1% |
| 522 11 10 20 Salary-Comm 2 (Goodwin)    | 10,000.00 | 805.00 | 9,195.00 | 8.1% |

## 2025 BUDGET POSITION

BENTON COUNTY FIRE PROTECTION DISTRICT

Time: 12:07:02 Date: 02/19/2025

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001 6841 - General Fund

01/01/2025 To: 12/31/2025

| Expenditures              | Amt Budgeted                     | Expenditures        | Remaining         |                         |
|---------------------------|----------------------------------|---------------------|-------------------|-------------------------|
| <b>522 Fire Control</b>   |                                  |                     |                   |                         |
| 522 11 10 30              | Salary-Comm 3 (Brink)            | 10,000.00           | 966.00            | 9,034.00 9.7%           |
| 522 11 20 10              | Benefits - Comm 1 (Van Beek)     | 1,000.00            | 61.58             | 938.42 6.2%             |
| 522 11 20 20              | Benefits - Comm 2 (Goodwin)      | 1,000.00            | 61.58             | 938.42 6.2%             |
| 522 11 20 30              | Benefits - Comm 3 (Brink)        | 1,000.00            | 73.90             | 926.10 7.4%             |
| 522 11 31 00              | Expendable Supplies- Legislative | 200.00              | 0.00              | 200.00 0.0%             |
| 522 11 43 00              | Travel-Mileage & Airfare         | 2,000.00            | 2.80              | 1,997.20 0.1%           |
| 522 11 43 30              | Travel - Per Diem & Lodging      | 5,500.00            | 1,109.08          | 4,390.92 20.2%          |
| 522 11 43 31              | Registration Fees                | 3,500.00            | 435.00            | 3,065.00 12.4%          |
| <b>011 Legislative</b>    |                                  | <b>44,200.00</b>    | <b>4,319.94</b>   | <b>39,880.06 9.8%</b>   |
| 522 12 10 10              | Salary - Administration          | 534,263.00          | 103,455.14        | 430,807.86 19.4%        |
| 522 12 10 60              | Overtime - Administrative        | 5,000.00            | 0.00              | 5,000.00 0.0%           |
| 522 12 20 04              | HRA Benefits                     | 12,000.00           | 1,500.00          | 10,500.00 12.5%         |
| 522 12 20 10              | Benefits - Administrative        | 70,000.00           | 21,950.75         | 48,049.25 31.4%         |
| 522 12 20 60              | Benefits - OT Administration     | 1,000.00            | 0.00              | 1,000.00 0.0%           |
| 522 12 31 00              | Expendable Office Supplies       | 3,750.00            | 484.12            | 3,265.88 12.9%          |
| 522 12 31 10              | Computer Software                | 45,000.00           | 7,458.05          | 37,541.95 16.6%         |
| 522 12 31 20              | Non-Expendable Office            | 105,000.00          | 12,325.19         | 92,674.81 11.7%         |
| 522 12 41 00              | Contract Services                | 98,000.00           | 17,161.38         | 80,838.62 17.5%         |
| 522 12 41 01              | Contract Services - TV/Internet  | 12,000.00           | 797.30            | 11,202.70 6.6%          |
| 522 12 41 03              | Contract Services - Computer     | 108,500.00          | 17,773.78         | 90,726.22 16.4%         |
| 522 12 42 00              | Phone Service                    | 17,000.00           | 1,490.28          | 15,509.72 8.8%          |
| 522 12 42 10              | Cellular Phone Service           | 13,000.00           | 1,045.39          | 11,954.61 8.0%          |
| 522 12 42 40              | Postage                          | 1,500.00            | 102.20            | 1,397.80 6.8%           |
| 522 12 46 00              | District Insurance               | 125,000.00          | 0.00              | 125,000.00 0.0%         |
| 522 12 48 00              | Repair & Maint. - Office Equip   | 1,000.00            | 0.00              | 1,000.00 0.0%           |
| 522 12 49 00              | Memberships/Dues                 | 8,000.00            | 9,694.81          | (1,694.81) 121.2%       |
| 522 12 49 10              | Taxes And Irrigation Fees        | 300.00              | 139.34            | 160.66 46.4%            |
| 522 12 49 20              | State Auditor                    | 20,000.00           | 0.00              | 20,000.00 0.0%          |
| <b>012 Administrative</b> |                                  | <b>1,180,313.00</b> | <b>195,377.73</b> | <b>984,935.27 16.6%</b> |
| 522 13 49 00              | Election Assessments             | 10,000.00           | 2,816.54          | 7,183.46 28.2%          |
| <b>013 Election</b>       |                                  | <b>10,000.00</b>    | <b>2,816.54</b>   | <b>7,183.46 28.2%</b>   |
| 522 14 40 00              | Advertising                      | 500.00              | 0.00              | 500.00 0.0%             |
| 522 14 41 00              | Professional Services            | 40,000.00           | 1,104.50          | 38,895.50 2.8%          |
| <b>014 Legal</b>          |                                  | <b>40,500.00</b>    | <b>1,104.50</b>   | <b>39,395.50 2.7%</b>   |
| 522 20 10 01              | Volunteer Reimbursement          | 40,000.00           | 1,558.00          | 38,442.00 3.9%          |
| 522 20 10 02              | Resident Reimbursement           | 100,000.00          | 17,522.00         | 82,478.00 17.5%         |
| 522 20 10 20              | Firefighters, Career (26)        | 3,065,000.00        | 389,684.81        | 2,675,315.19 12.7%      |
| 522 20 10 23              | Firefighters, Career OT          | 294,000.00          | 38,042.57         | 255,957.43 12.9%        |
| 522 20 10 30              | Mobilization Wages               | 30,000.00           | 58,138.92         | (28,138.92) 193.8%      |
| 522 20 20 01              | Benefits - Volunteer             | 6,000.00            | 259.17            | 5,740.83 4.3%           |
| 522 20 20 02              | Benefits - Resident              | 2,500.00            | 1,340.45          | 1,159.55 53.6%          |
| 522 20 20 04              | HRA Benefits                     | 78,000.00           | 12,500.00         | 65,500.00 16.0%         |
| 522 20 20 20              | Career FF Benefits               | 784,000.00          | 91,583.50         | 692,416.50 11.7%        |
| 522 20 20 23              | Career FF OT Benefits            | 76,500.00           | 8,164.35          | 68,335.65 10.7%         |
| 522 20 20 30              | Mobilization Benefits            | 5,000.00            | 9,211.16          | (4,211.16) 184.2%       |
| 522 20 24 10              | Physicals/Innoculation           | 55,000.00           | 0.00              | 55,000.00 0.0%          |
| 522 20 24 20              | Volunteer Pension & Relief Fund  | 6,600.00            | 2,120.00          | 4,480.00 32.1%          |
| 522 20 28 00              | Clothing, Commissary (Non-PPE)   | 36,000.00           | 3,642.55          | 32,357.45 10.1%         |

## 2025 BUDGET POSITION

BENTON COUNTY FIRE PROTECTION DISTRICT

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001 6841 - General Fund

01/01/2025 To: 12/31/2025

| Expenditures                            | Amt Budgeted                          | Expenditures        | Remaining         |                           |
|---|---------------------------------------|---------------------|-------------------|---------------------------|
| <b>522 Fire Control</b>                 |                                       |                     |                   |                           |
| 522 20 29 20                            | Member Recognition                    | 4,000.00            | 177.96            | 3,822.04 4.4%             |
| 522 20 29 30                            | Volunteer Association                 | 3,500.00            | 3,476.00          | 24.00 99.3%               |
| 522 20 31 00                            | Expendable Incident Supplies          | 500.00              | 24.00             | 476.00 4.8%               |
| 522 20 35 00                            | Non Expendable Equipment              | 2,500.00            | 0.00              | 2,500.00 0.0%             |
| 522 20 48 00                            | Tools and Equipment                   | 1,000.00            | 114.03            | 885.97 11.4%              |
| 522 20 49 05                            | Fitness Club Memberships              | 6,100.00            | 0.00              | 6,100.00 0.0%             |
| <b>020 Operations</b>                   |                                       | <b>4,596,200.00</b> | <b>637,559.47</b> | <b>3,958,640.53 13.9%</b> |
| 522 21 28 20                            | PPE - Protective Clothing             | 70,000.00           | 38,955.91         | 31,044.09 55.7%           |
| 522 21 31 00                            | Expendable Supplies - Suppression     | 1,200.00            | 0.00              | 1,200.00 0.0%             |
| 522 21 35 10                            | Non-Expendable Supplies - Suppression | 6,000.00            | 526.49            | 5,473.51 8.8%             |
| 522 21 35 11                            | Hose Replacement                      | 12,500.00           | 0.00              | 12,500.00 0.0%            |
| 522 21 35 12                            | Nozzle Replacement                    | 10,300.00           | 0.00              | 10,300.00 0.0%            |
| 522 21 41 00                            | Professional Services                 | 12,000.00           | 0.00              | 12,000.00 0.0%            |
| 522 21 48 00                            | Repair and Maintenance Service        | 1,550.00            | 0.00              | 1,550.00 0.0%             |
| 522 21 48 10                            | Fire Extinguisher Maint               | 1,600.00            | 0.00              | 1,600.00 0.0%             |
| 522 21 48 80                            | SCBA Equipment                        | 12,500.00           | 151.61            | 12,348.39 1.2%            |
| 522 21 48 90                            | SCBA Repair/Maint                     | 5,000.00            | 755.47            | 4,244.53 15.1%            |
| 522 21 49 10                            | Reimbursable Fire Suppression         | 5,000.00            | 814.94            | 4,185.06 16.3%            |
| <b>021 Suppression</b>                  |                                       | <b>137,650.00</b>   | <b>41,204.42</b>  | <b>96,445.58 29.9%</b>    |
| 522 24 31 00                            | Expendable Supplies - Radios          | 15,000.00           | 149.61            | 14,850.39 1.0%            |
| 522 24 35 00                            | Non-Expendable Supplies - Radios      | 15,000.00           | 0.00              | 15,000.00 0.0%            |
| 522 24 41 00                            | Dispatch Services                     | 125,000.00          | 20,648.50         | 104,351.50 16.5%          |
| 522 24 41 10                            | VHF Maintenance Fee                   | 17,000.00           | 0.00              | 17,000.00 0.0%            |
| 522 24 48 00                            | Repair & Maintenance - Radios         | 5,000.00            | 0.00              | 5,000.00 0.0%             |
| <b>024 Communications</b>               |                                       | <b>177,000.00</b>   | <b>20,798.11</b>  | <b>156,201.89 11.8%</b>   |
| 522 26 31 00                            | Expendable Supplies                   | 3,000.00            | 0.00              | 3,000.00 0.0%             |
| 522 26 31 10                            | Food                                  | 6,000.00            | 138.79            | 5,861.21 2.3%             |
| 522 26 35 00                            | Non-Expendable Equipment              | 1,000.00            | 0.00              | 1,000.00 0.0%             |
| 522 26 48 00                            | Outside Services                      | 6,000.00            | 0.00              | 6,000.00 0.0%             |
| <b>026 Logistics (Support Services)</b> |                                       | <b>16,000.00</b>    | <b>138.79</b>     | <b>15,861.21 0.9%</b>     |
| 522 30 31 00                            | Expendable Supplies-Prevention        | 10,000.00           | 27.41             | 9,972.59 0.3%             |
| 522 30 35 00                            | Non-Expendable - Prevention           | 1,500.00            | 0.00              | 1,500.00 0.0%             |
| 522 30 41 01                            | Professional Services - Marketing     | 75,000.00           | 12,250.00         | 62,750.00 16.3%           |
| 522 30 48 10                            | Advertising                           | 20,000.00           | 300.00            | 19,700.00 1.5%            |
| <b>030 Public Information</b>           |                                       | <b>106,500.00</b>   | <b>12,577.41</b>  | <b>93,922.59 11.8%</b>    |
| 522 45 10 10                            | Salary - Training Captain             | 146,000.00          | 23,033.00         | 122,967.00 15.8%          |
| 522 45 10 71                            | Overtime - Training Captain           | 25,000.00           | 4,494.36          | 20,505.64 18.0%           |
| 522 45 20 10                            | Benefits - Training Captain           | 30,000.00           | 5,339.39          | 24,660.61 17.8%           |
| 522 45 20 71                            | Benefits - OT Training Captain        | 5,000.00            | 1,022.94          | 3,977.06 20.5%            |
| 522 45 31 00                            | Expendable Supplies - Training        | 10,000.00           | 1,157.82          | 8,842.18 11.6%            |
| 522 45 31 10                            | Training Computer Software            | 10,500.00           | 8,180.73          | 2,319.27 77.9%            |
| 522 45 35 00                            | Tools & Equipment - Training          | 8,000.00            | 0.00              | 8,000.00 0.0%             |
| 522 45 41 00                            | Professional Service                  | 16,200.00           | 0.00              | 16,200.00 0.0%            |
| 522 45 43 00                            | Travel - Mileage & Air                | 13,600.00           | 344.24            | 13,255.76 2.5%            |
| 522 45 43 10                            | Travel - PerDiem & Lodging            | 28,300.00           | 2,377.41          | 25,922.59 8.4%            |
| 522 45 43 20                            | Registration Fees                     | 45,000.00           | 6,571.11          | 38,428.89 14.6%           |
| 522 45 43 30                            | Tuition Reimbursement                 | 12,000.00           | 0.00              | 12,000.00 0.0%            |

## 2025 BUDGET POSITION

BENTON COUNTY FIRE PROTECTION DISTRICT

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001 6841 - General Fund

01/01/2025 To: 12/31/2025

| Expenditures  | Amt Budgeted | Expenditures | Remaining    |       |
|---|--------------|--------------|--------------|-------|
| <b>522 Fire Control</b>                                       |              |              |              |       |
| 522 45 43 98 Career Tuition                                   | 15,000.00    | 533.67       | 14,466.33    | 3.6%  |
| 522 45 43 99 Article 32 MED EMS Training                      | 33,000.00    | 0.00         | 33,000.00    | 0.0%  |
| 045 Training  | 397,600.00   | 53,054.67    | 344,545.33   | 13.3% |
| 522 50 31 00 Expendable Supplies -Facilities                  | 11,000.00    | 793.95       | 10,206.05    | 7.2%  |
| 522 50 35 00 Non-Expendable Supplies - Facilities             | 7,000.00     | 1,574.43     | 5,425.57     | 22.5% |
| 522 50 41 00 Professional Services                            | 8,000.00     | 2,400.41     | 5,599.59     | 30.0% |
| 522 50 45 00 Lease-Sta 410                                    | 5,000.00     | 0.00         | 5,000.00     | 0.0%  |
| 522 50 47 10 Utilities  | 38,000.00    | 4,821.07     | 33,178.93    | 12.7% |
| 522 50 48 00 Repair & Maint. - Facilities                     | 100,000.00   | 6,786.98     | 93,213.02    | 6.8%  |
| 050 Facilities  | 169,000.00   | 16,376.84    | 152,623.16   | 9.7%  |
| 522 60 31 00 Expendable Supplies - Automotive                 | 6,000.00     | 879.34       | 5,120.66     | 14.7% |
| 522 60 32 00 Fuels and Oils                                   | 64,200.00    | 4,903.79     | 59,296.21    | 7.6%  |
| 522 60 35 00 Non-Expendable Supplies - Automotive             | 8,500.00     | 0.00         | 8,500.00     | 0.0%  |
| 522 60 48 00 Repair and Maintenance Services - Auto 3rd Party | 116,000.00   | 2,062.44     | 113,937.56   | 1.8%  |
| 060 Automotive  | 194,700.00   | 7,845.57     | 186,854.43   | 4.0%  |
| 522 70 10 10 Salary - EMS Captain                             | 160,000.00   | 14,577.32    | 145,422.68   | 9.1%  |
| 522 70 10 71 Overtime - EMS Captain                           | 35,000.00    | 6,451.70     | 28,548.30    | 18.4% |
| 522 70 20 10 Benefits - EMS Captain                           | 40,000.00    | 2,962.27     | 37,037.73    | 7.4%  |
| 522 70 20 71 Benefits - OT EMS Captain                        | 7,500.00     | 1,306.04     | 6,193.96     | 17.4% |
| 522 70 31 00 Expendable Supplies - EMS                        | 78,500.00    | 11,369.50    | 67,130.50    | 14.5% |
| 522 70 35 00 Small Tools & Minor Equip                        | 41,700.00    | 523.18       | 41,176.82    | 1.3%  |
| 522 70 41 02 EMS Assessment Fee                               | 10,000.00    | 0.00         | 10,000.00    | 0.0%  |
| 522 70 41 05 Professional Services - EMS                      | 2,000.00     | 0.00         | 2,000.00     | 0.0%  |
| 522 70 41 10 Contract Services - EMS                          | 11,000.00    | 7,623.00     | 3,377.00     | 69.3% |
| 522 70 48 00 Small Tools- Repairs & Maintenance               | 6,000.00     | 0.00         | 6,000.00     | 0.0%  |
| 070 Ambulance Transport Services                              | 391,700.00   | 44,813.01    | 346,886.99   | 11.4% |
| 522 Fire Control  | 7,461,363.00 | 1,037,987.00 | 6,423,376.00 | 13.9% |
| <b>589 Payroll Clearing</b>                                   |              |              |              |       |
| 589 90 00 00 Payroll Clearing                                 | 0.00         | (2,719.34)   | 2,719.34     | 0.0%  |
| 589 Payroll Clearing  | 0.00         | (2,719.34)   | 2,719.34     | 0.0%  |
| <b>591 Debt Service</b>                                       |              |              |              |       |
| 591 22 01 02 Lease Payments - Office Equipment                | 15,000.00    | 0.00         | 15,000.00    | 0.0%  |
| 591 22 71 02 Capital Lease Principal                          | 66,477.00    | 0.00         | 66,477.00    | 0.0%  |
| 592 22 83 02 Capital Lease Interest                           | 45,644.00    | 0.00         | 45,644.00    | 0.0%  |
| 591 Debt Service  | 127,121.00   | 0.00         | 127,121.00   | 0.0%  |
| <b>594 Capital Expenditures</b>                               |              |              |              |       |
| 594 22 62 00 Capital Building                                 | 780,000.00   | 16,175.43    | 763,824.57   | 2.1%  |
| 594 22 63 00 Capital Apparatus And Equipment                  | 960,000.00   | 0.00         | 960,000.00   | 0.0%  |

**2025 BUDGET POSITION**

BENTON COUNTY FIRE PROTECTION DISTRICT

Time: 12:07:02 Date: 02/19/2025

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| Expenditures                  | Amt Budgeted        | Expenditures        | Remaining           |              |
|-------------------------------|---------------------|---------------------|---------------------|--------------|
| <hr/>                         |                     |                     |                     |              |
| 594 Capital Expenditures      |                     |                     |                     |              |
| 594 Capital Expenditures      | 1,740,000.00        | 16,175.43           | 1,723,824.57        | 0.9%         |
| <b>Fund Expenditures:</b>     | <b>9,328,484.00</b> | <b>1,051,443.09</b> | <b>8,277,040.91</b> | <b>11.3%</b> |
| <b>Fund Excess/(Deficit):</b> | <b>1,699,832.00</b> | <b>2,561,773.45</b> |                     |              |



## 2025 BUDGET POSITION

BENTON COUNTY FIRE PROTECTION DISTRICT

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110 6848 - EMS Fund 01/01/2025 To: 12/31/2025

| Revenues  | Amt Budgeted        | Revenues            | Remaining           |              |
|---|---------------------|---------------------|---------------------|--------------|
| <b>308 Beginning Balances</b>                   |                     |                     |                     |              |
| 308 31 00 11    Beginning Balance               | 3,024,982.00        | 3,143,930.43        | (118,948.43)        | 103.9%       |
| 308 Beginning Balances                          | 3,024,982.00        | 3,143,930.43        | (118,948.43)        | 103.9%       |
| <b>310 Taxes</b>                                |                     |                     |                     |              |
| 311 10 00 11    Property Tax                    | 1,783,644.00        | 4,247.36            | 1,779,396.64        | 0.2%         |
| 310 Taxes                                       | 1,783,644.00        | 4,247.36            | 1,779,396.64        | 0.2%         |
| <b>330 Intergovernmental Revenues</b>           |                     |                     |                     |              |
| 332 93 40 10    GEMT                            | 150,000.00          | 0.00                | 150,000.00          | 0.0%         |
| 337 00 00 11    EMSI                            | 150,000.00          | 12,500.00           | 137,500.00          | 8.3%         |
| 330 Intergovernmental Revenues                  | 300,000.00          | 12,500.00           | 287,500.00          | 4.2%         |
| <b>340 Charges For Services</b>                 |                     |                     |                     |              |
| 342 60 00 07    Ambulance Service               | 470,000.00          | 57,452.86           | 412,547.14          | 12.2%        |
| 340 Charges For Services                        | 470,000.00          | 57,452.86           | 412,547.14          | 12.2%        |
| <b>360 Investment Interest</b>                  |                     |                     |                     |              |
| 361 11 00 11    EMS Fund Interest               | 60,000.00           | 0.00                | 60,000.00           | 0.0%         |
| 360 Investment Interest                         | 60,000.00           | 0.00                | 60,000.00           | 0.0%         |
| <b>Fund Revenues:</b>                           | <b>5,638,626.00</b> | <b>3,218,130.65</b> | <b>2,420,495.35</b> | <b>57.1%</b> |
| Expenditures                                    | Amt Budgeted        | Expenditures        | Remaining           |              |
| <b>522 Fire Control</b>                         |                     |                     |                     |              |
| 522 70 35 10    Small Tools And Minor Equipment | 500.00              | 0.00                | 500.00              | 0.0%         |
| 522 70 41 00    Ambulance Billing Service Fee   | 50,000.00           | 8,209.86            | 41,790.14           | 16.4%        |
| 522 70 41 20    Ambulance Over Payment          | 1,000.00            | 200.00              | 800.00              | 20.0%        |
| 522 70 48 10    Equipment Repairs & Maintenance | 3,000.00            | 0.00                | 3,000.00            | 0.0%         |
| 522 Fire Control                                | 54,500.00           | 8,409.86            | 46,090.14           | 15.4%        |
| <b>591 Debt Service</b>                         |                     |                     |                     |              |
| 591 10 01 00    Lease Payments - Equipment      | 41,625.00           | 0.00                | 41,625.00           | 0.0%         |
| 591 Debt Service                                | 41,625.00           | 0.00                | 41,625.00           | 0.0%         |
| <b>597 Interfund Transfers</b>                  |                     |                     |                     |              |
| 597 00 01 04    Transfer Out to 6841            | 1,783,644.00        | 0.00                | 1,783,644.00        | 0.0%         |
| 597 00 01 06    Transfer Out to 6841            | 814,000.00          | 0.00                | 814,000.00          | 0.0%         |
| 597 00 01 08    Transfer Out to 6841            | 404,597.00          | 0.00                | 404,597.00          | 0.0%         |
| 597 Interfund Transfers                         | 3,002,241.00        | 0.00                | 3,002,241.00        | 0.0%         |

## 2025 BUDGET POSITION

BENTON COUNTY FIRE PROTECTION DISTRICT

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110 6848 - EMS Fund

01/01/2025 To: 12/31/2025

| Expenditures                  | Amt Budgeted        | Expenditures        | Remaining                |
|-------------------------------|---------------------|---------------------|--------------------------|
| <b>Fund Expenditures:</b>     | <b>3,098,366.00</b> | <b>8,409.86</b>     | <b>3,089,956.14 0.3%</b> |
| <b>Fund Excess/(Deficit):</b> | <b>2,540,260.00</b> | <b>3,209,720.79</b> |                          |

## 2025 BUDGET POSITION

BENTON COUNTY FIRE PROTECTION DISTRICT

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201 6842 - Bond Fund 01/01/2025 To: 12/31/2025

| Revenues                            | Amt Budgeted      | Revenues          | Remaining         |              |
|-------------------------------------|-------------------|-------------------|-------------------|--------------|
| <b>308 Beginning Balances</b>       |                   |                   |                   |              |
| 308 31 00 21 Beginning Balance      | 186,499.00        | 191,476.24        | (4,977.24)        | 102.7%       |
| 308 Beginning Balances              | 186,499.00        | 191,476.24        | (4,977.24)        | 102.7%       |
| <b>310 Taxes</b>                    |                   |                   |                   |              |
| 311 10 00 21 Property Tax           | 481,215.00        | 1,293.14          | 479,921.86        | 0.3%         |
| 310 Taxes                           | 481,215.00        | 1,293.14          | 479,921.86        | 0.3%         |
| <b>360 Investment Interest</b>      |                   |                   |                   |              |
| 361 11 00 21 Bond Fund Interest     | 5,500.00          | 0.00              | 5,500.00          | 0.0%         |
| 360 Investment Interest             | 5,500.00          | 0.00              | 5,500.00          | 0.0%         |
| <b>Fund Revenues:</b>               | <b>673,214.00</b> | <b>192,769.38</b> | <b>480,444.62</b> | <b>28.6%</b> |
| <b>Expenditures</b>                 |                   |                   |                   |              |
|                                     | Amt Budgeted      | Expenditures      | Remaining         |              |
| <b>591 Debt Service</b>             |                   |                   |                   |              |
| 591 22 71 01 Bond Principal Payment | 250,000.00        | 0.00              | 250,000.00        | 0.0%         |
| 592 22 83 01 Bond Interest Payment  | 254,000.00        | 0.00              | 254,000.00        | 0.0%         |
| 591 Debt Service                    | 504,000.00        | 0.00              | 504,000.00        | 0.0%         |
| <b>Fund Expenditures:</b>           | <b>504,000.00</b> | <b>0.00</b>       | <b>504,000.00</b> | <b>0.0%</b>  |
| <b>Fund Excess/(Deficit):</b>       | <b>169,214.00</b> | <b>192,769.38</b> |                   |              |

## 2025 BUDGET POSITION

BENTON COUNTY FIRE PROTECTION DISTRICT

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401 6844 - Construction Fund 01/01/2025 To: 12/31/2025

| Revenues                          | Amt Budgeted | Revenues     | Remaining      |             |
|-----------------------------------|--------------|--------------|----------------|-------------|
| <b>308 Beginning Balances</b>     |              |              |                |             |
| 308 31 00 41    Beginning Balance | 0.00         | 29.18        | (29.18)        | 0.0%        |
| 308 Beginning Balances            | 0.00         | 29.18        | (29.18)        | 0.0%        |
| <b>Fund Revenues:</b>             | <b>0.00</b>  | <b>29.18</b> | <b>(29.18)</b> | <b>0.0%</b> |
| <b>Fund Excess/(Deficit):</b>     | <b>0.00</b>  | <b>29.18</b> |                |             |

## 2025 BUDGET POSITION

BENTON COUNTY FIRE PROTECTION DISTRICT

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601 6846 - Reserve Fund 01/01/2025 To: 12/31/2025

| Revenues                              | Amt Budgeted        | Revenues            | Remaining        |              |
|---------------------------------------|---------------------|---------------------|------------------|--------------|
| <b>308 Beginning Balances</b>         |                     |                     |                  |              |
| 308 91 00 61    Beginning Balance     | 2,410,862.00        | 2,413,855.39        | (2,993.39)       | 100.1%       |
| 308 Beginning Balances                | 2,410,862.00        | 2,413,855.39        | (2,993.39)       | 100.1%       |
| <b>360 Investment Interest</b>        |                     |                     |                  |              |
| 361 11 00 61    Reserve Fund Interest | 30,000.00           | 0.00                | 30,000.00        | 0.0%         |
| 360 Investment Interest               | 30,000.00           | 0.00                | 30,000.00        | 0.0%         |
| <b>Fund Revenues:</b>                 | <b>2,440,862.00</b> | <b>2,413,855.39</b> | <b>27,006.61</b> | <b>98.9%</b> |
| <b>Fund Excess/(Deficit):</b>         | <b>2,440,862.00</b> | <b>2,413,855.39</b> |                  |              |

## 2025 BUDGET POSITION TOTALS

BENTON COUNTY FIRE PROTECTION DIS

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| Fund                         | Revenue Budgeted     | Received            |              | Expense Budgeted     | Spent               |             |
|------------------------------|----------------------|---------------------|--------------|----------------------|---------------------|-------------|
| 001 6841 - General Fund      | 11,028,316.00        | 3,613,216.54        | 32.8%        | 9,328,484.00         | 1,051,443.09        | 11%         |
| 110 6848 - EMS Fund          | 5,638,626.00         | 3,218,130.65        | 57.1%        | 3,098,366.00         | 8,409.86            | 0%          |
| 201 6842 - Bond Fund         | 673,214.00           | 192,769.38          | 28.6%        | 504,000.00           | 0.00                | 0%          |
| 401 6844 - Construction Fund | 0.00                 | 29.18               | 0.0%         | 0.00                 | 0.00                | 0%          |
| 601 6846 - Reserve Fund      | 2,440,862.00         | 2,413,855.39        | 98.9%        | 0.00                 | 0.00                | 0%          |
|                              | <u>19,781,018.00</u> | <u>9,438,001.14</u> | <u>47.7%</u> | <u>12,930,850.00</u> | <u>1,059,852.95</u> | <u>8.2%</u> |



# Benton County Fire Protection District No. 4

## RESOLUTION NO. 2025-02

### A RESOLUTION AUTHORIZING SIGNERS FOR THE PETTY CASH FUND, ADVANCE TRAVEL FUND, AND ASSOCIATED SAVINGS ACCOUNT AT GESA CREDIT UNION FOR BENTON COUNTY FIRE PROTECTION DISTRICT NO. 4

**WHEREAS**, it is necessary at times for members of Benton County Fire Protection District No. 4 ("District") to incur minor expenses while on District business and while traveling;

**WHEREAS**, RCW 42.26 and RCW 42.24 authorizes the creation and maintenance of a petty cash fund and travel fund for the purpose of paying small expenses and emergency expenditures and paying advance travel expenses for employees on District business and while traveling;

**WHEREAS**, the District has three accounts at Gesa Credit Union for Petty Cash, Travel and an associated savings account;

**WHEREAS**, the last four digits on those account numbers are x7832; x2683, and x7824;

**WHEREAS**, due to changes in personnel it has been determined signers on those accounts need to be updated and prior resolutions regarding these accounts need to be repealed and replaced;


**NOW THEREFORE BE IT RESOLVED**, that the Board of Fire Commissioners of Benton County Fire Protection District No. 4 hereby approve and authorize the following signers for the petty cash fund, the travel fund and the associated savings account as set forth above:

Paul Carlyle, Fire Chief  
Daniel Drayton, Deputy Fire Chief  
Billie Paden-Lilly, Finance Manager  
April Ewing, Administrative Assistant

**ADOPTED**, by the Board of Commissioners of Benton County Fire Protection District No. 4, Benton County, Washington, at a regular public meeting on the 20th day of February 2025, with the following commissioners present and voting:

\_\_\_\_\_  
Chairperson

  
\_\_\_\_\_  
Commissioner

  
\_\_\_\_\_  
Commissioner

  
\_\_\_\_\_  
District Secretary

# Standard of Cover / Community Risk Assessment



Identify Community  
Risks, Probability, and  
Consequences

Determine Services &  
Capabilities

Set Performance  
Benchmarks

Evaluate  
Performance /  
Identify Gaps

Implement  
Improvements



# Long Range Master Plan

1

Evaluate Current  
Service Levels,  
Facilities, Apparatus,  
& Equipment

2

Evaluate Future  
Growth & Service  
Demands

3

Determine Future  
Station, Equipment  
& Staffing  
Requirements



---

1309 Coffeen Avenue, Suite 3178 • Sheridan, WY 82801 • 833.251.5824 • [www.aptriton.com](http://www.aptriton.com)

February 14, 2025

Daniel Drayton, Fire Chief  
Benton County Fire Protection District #4  
2604 Bombing Range Rd  
West Richland, WA 99353

Subject: Proposal for Master Plan, Community Risk Assessment, Standards of Cover, and EMS Valuation

Dear Chief Drayton,

AP Triton, LLC is pleased to submit this proposal to Benton County Fire Protection District 4 (BCFD4) to develop a comprehensive Master Plan, inclusive of a Community Risk Assessment (CRA), Standards of Cover (SOC) Deployment Analysis, and EMS System Valuation, with an optional Capital Improvement Plan. Our firm understands the significance of this project in guiding BCFD4's resource allocation, operational planning, and financial decision-making, ensuring alignment with national standards and best practices.

With extensive experience in fire and EMS system evaluations, AP Triton brings a data-driven, industry-standard approach to assessing service capabilities, optimizing resource deployment, and identifying opportunities for enhanced system efficiency. Our methodology ensures that operational, financial, and strategic considerations are holistically integrated into actionable recommendations, empowering BCFD4 to sustain and enhance service levels in a dynamic environment.

The proposed Community Risk Assessment and Standards of Cover Deployment Analysis will evaluate current and emerging risks, ensuring that fire and emergency services remain aligned with future community development and evolving hazards. Our EMS Valuation will provide a financial and operational review of the district's service delivery model, offering insights into cost efficiency, revenue potential, and system performance. Additionally, should BCFD4 elect to pursue a Capital Improvement Plan, we will provide a structured roadmap for capital asset replacement and long-term investment strategies.



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At AP Triton, we are committed to delivering high-quality, customized solutions that enhance operational effectiveness and fiscal sustainability. We look forward to the opportunity to partner with BCFD4 on this critical initiative and welcome any discussions to further refine our approach to meet your specific needs.

Thank you for your time and consideration. Should you have any questions or require further clarification, please do not hesitate to contact Melissa Vazquez Swank, our Director of Project Operations, directly at [mswank@aptriton.com](mailto:mswank@aptriton.com) or (503) 708-4282.

Thank you for your time and consideration. We look forward to your review of our proposal.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Kurt Latipow', is positioned above the printed name.

Kurt Latipow  
Chief Executive Officer



# Benton County Fire District 4

West Richland, Washington

Proposal to conduct a

## **LONG-RANGE MASTER PLAN**

- Community Risk Assessment
- Standards of Cover Deployment Analysis
- EMS System Valuation & Model Review
- Capital Equipment Replacement Plan

**February 2025**

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# PROJECT UNDERSTANDING & SCOPE OF WORK

## PROJECT UNDERSTANDING

AP Triton, LLC (AP Triton) understands that Benton County Fire Protection District 4 (BCFD4) desires to retain a qualified public safety consulting firm to conduct a Master Plan inclusive of a Community Risk Assessment and a Standards of Cover deployment analysis, an EMS Valuation, and an optional Capital Improvement Plan. These efforts will collectively provide a structured, data-driven roadmap to guide the district's resource allocation, emergency response planning, and financial decision-making. The study will ensure compliance with standards promulgated by the Center for Public Safety Excellence (CPSE), National Fire Protection Association (NFPA), Insurance Services Office (ISO), best practices, and any other applicable standards.

The primary objective of the Master Plan is to assess current operations, identify future needs, and create a structured, data-driven approach to optimize services, resources, and response capabilities over time. By incorporating the CRA-SOC, this approach provides a thorough evaluation of the department's ability to manage evolving risks and align resources and infrastructure with future community developments. This ensures that the district can maintain or improve service levels as the community grows while also guiding policy-making and budgeting decisions.

AP Triton will conduct an EMS valuation and review BCFD4's EMS service delivery model. This evaluation will provide a clear financial picture, including transport fees, costs, billing strategies, and potential revenue opportunities through cost recovery mechanisms and federal reimbursement programs. Additionally, it will examine resource needs, workload distribution, and system performance to ensure service demands are met effectively. By reviewing various service delivery approaches in relation to operational goals, financial sustainability, and regulatory considerations, AP Triton will help BCFD4 explore opportunities for improvement and make informed decisions to enhance long-term system viability.

AP Triton believes that integrating a Community Risk Assessment (CRA) and Standards of Cover (SOC) deployment analysis creates a comprehensive Master Plan. This inclusive approach will ensure that current and future risks are fully considered, enabling the district to optimize service delivery, enhance financial sustainability, and adapt to the evolving needs of the community.

Finally, AP Triton presents an option to develop a comprehensive Capital Improvement Plan for BCFD4 to guide the replacement and/or improvement of capital assets. This project will establish a blueprint for sustaining and improving the district's capital resources, ensuring the effective functioning of the district and enhancing firefighter safety. The key objectives of the Capital Improvement Plan project are as follows:

- Develop a working blueprint to guide the replacement of capital equipment within BCFD4.
- Determine the estimated overall cost of each replacement to facilitate financial planning and budgeting.
- Assess the estimated operational and maintenance costs associated with the replacement of each piece of equipment.
- Establish estimated replacement timelines to schedule and prioritize capital replacements effectively.
- Identify preliminary funding sources to secure the necessary financial resources for improvements or replacement.
- Prioritize capital projects and equipment purchases based on urgency, criticality, and available resources.

## SECTION ONE—PROJECT INITIATION & DATA ACQUISITION

### Task 1-A: Project Initiation & Development of a Work Plan

---

AP Triton will meet virtually with the district's project team and/or liaisons. The purpose will be to develop a complete understanding of the BCFD4's background, goals, and expectations for the project.

AP Triton's Project Manager will develop and refine a proposed work plan that will guide the Project Team. This work plan will be developed identifying:

- Project team members responsible for each task
- Major tasks to be performed
- Resources to be utilized
- Methods for evaluating study results
- Monthly Progress Reporting schedule (Task 1-D)
- Any potential constraints or issues related to accomplishing specific tasks

The benefits of this process will be to develop working relationships between the AP Triton Project Team and Benton County Fire District 4 to determine communications processes and identify logistical needs for the project.

### Task 1-B: Procurement of Information & Data

---

AP Triton will request pertinent information and data from BCFD4 and any other agencies, as necessary. This information is critical and will be used extensively in the various analyses and development of the report. Thoroughly researched and relevant studies will be included during AP Triton's review. The documents and information relevant to the **Master Plan with CRA-SOC Deployment Analysis** will include, but not be limited to, the following:

- Any past or current emergency service studies, research, and/or Community Risk Assessments/Standards of Cover studies.
- Community Comprehensive Plan documents, including current and future land-use information.
- Current FEMA-approved Hazard Mitigation Plan.
- Local census, economic, and demographic data.
- Local Geographic Information Systems (GIS) data.
- Zoning maps and zoning codes.



- Financial data, including debt information, long-range financial plans, revenue sources, and projections.
- Administrative policies and procedures.
- Standard Operating Guidelines (SOGs) and service delivery and deployment practices; including policies regarding EMS quality improvement methods.
- Current service delivery and response time performance standards, objectives, and targets.
- Information on training programs, life-safety and prevention programs, and special operations.
- Inventory of fire stations (and any other facilities) and apparatus inventories.
- Local collective bargaining agreements.
- Automatic and mutual aid agreements.
- Records management data, including National Fire Incident Reporting System (NFIRS) incident data.
- Computer-Aided Dispatch (CAD) incident records.
- Any other documents and records necessary for the successful completion of the project.

Documents and information relevant to the **EMS System Valuation Study** will included, but not be limited to:

- EMS system valuation:
  - Historical budgets and financial data.
  - Current ambulance fees.
  - Ambulance transport and hospital turnaround times; including transport mode (lights & siren vs. no lights & siren) to hospital; number of patient refusals; and other data elements which may be requested.
  - Patient records (without any identifying information and in accordance with HIPAA) that include EMS provider impression, level of care provided (ALS vs. BLS), and patient outcomes (if available).
- Any other documents and records necessary for the successful completion of the project.

### **Task 1-C: Stakeholder & Community Input**

---

The AP Triton Project Team will conduct on-site interviews and gather information from key personnel and stakeholders. Some information may be acquired using electronic forms, online surveys, and/or telephone interviews. Individuals will include, but not be limited to:

- Board of Fire Commissioners and other elected community officials.
- BCFD4 Fire Chief, Training Officer, EMS Officer, Captains, Logistics Team Lead, and administrative support staff.
- Individuals responsible for finance and human resources.
- Representative(s) of the IAFF Local 1052 Benton County Fire District 4, the City of Richland, and the West Benton Fire & Rescue.
- Select group of firefighters, firefighter/paramedics, and volunteer firefighters and logistics volunteers.
- Representatives of the agency that provides dispatch services to BCFD4.
- Mutual aid and other fire departments, law enforcement, and EMS agencies.
- Assorted community groups.
- Employee and volunteer groups.
- Others as they may contribute to this project.

From these interviews, AP Triton will obtain additional perspectives on operational, economic, and policy issues facing the fire district.

### **Task 1-D: Electronic Community Survey**

---

AP Triton will assess and prioritize the expectations of the district through outreach and engagement. To ensure the voices of residents are incorporated into the recommendations, AP Triton will collaborate with the Benton County Fire District 4's leadership to design an in-depth community survey. Aimed at capturing comprehensive insights from personnel, the survey will explore:

- Community preferences for fire and EMS services.
- Evaluation of current services and programs from a resident's perspective.
- Expectations for future service delivery and areas for improvement.
- Feedback on how the BCFD4 can better meet community needs.
- Recommendations from community members.

AP Triton will ensure the survey aligns with the district's goals before distributing it to the community. Additionally, AP Triton will host a community feedback session to discuss survey results and gather further insights for the report's recommendations.

### Task 1-E: Monthly Progress Reporting

---

To maintain transparency and facilitate smooth communication throughout the project, the AP Triton team will provide BCFD4 with a monthly progress report. The schedule for these reports will be negotiated during project initiation. The monthly report will cover the following areas:

- **Project Milestones:** Overview of key achievements and milestones reached during the reporting period.
- **Task Status:** Update on the status of each task or deliverable, including any challenges encountered and how they are being addressed.
- **Next Steps:** Outline of the goals and objectives set for the following reporting period.

This monthly progress reporting mechanism aims to ensure that BCFD4 is always fully informed and involved in the project, facilitating collaborative decision-making and timely adjustments as needed.

## SECTION TWO—EVALUATION OF CURRENT CONDITIONS

Utilizing the data and information provided by BCFD4 and other sources, AP Triton will conduct a baseline assessment of the current conditions and service performance of the fire district. This will include an organizational analysis of BCFD4 based on the elements included in the following tasks. The purpose of this evaluation is to assess the district's operations in comparison to industry standards and best practices, as well as to create a benchmark to measure the options for future service delivery.

### Task 2-A: Organization Overview

---

An overview of the district and the communities served will be developed addressing:

- Service area population and demographics.
- History, formation, and general description of the fire agency.
- Governance and lines of authority.
- Foundational policy documents.
- Organizational design.

### **Task 2-B: Financial Overview**

---

AP Triton will review historical revenues, expenditures, and other fiscal issues of BCFD4, along with evaluating the current costs of service. Budget modeling permits analysis of staffing schemes, facility and vehicle redeployment, service efficiency, and program costs. This will include, but not be limited to:

- Overall operating budget, funding, fees, taxation, and financial resources.
- Review of financial management.
- Review capital improvement programs and planning.
- Any other issues related to budget, revenue, and expenditures.

### **Task 2-C: Description & Review of Services Provided**

---

The services currently provided by the BCFD4 will be reviewed and compared to industry benchmarks. Areas to be considered include:

- Description of the current service delivery infrastructure.
- Deployment considerations.
- Apparatus and unit types and staffing.
- Firefighter/EMT and Firefighter/Paramedic staff distribution.
- Computer-aided dispatch system.
- Review of emergency response services by type.
- Critical task analysis: fire suppression, EMS, and other incident types.

### **Task 2-D: Management Components**

---

AP Triton will review and assess BCFD4's basic management processes, to include:

- Current management overview.
- Mission, vision, strategic planning, goals, and objectives.
- Internal assessment of critical issues and future challenges.
- Internal and external communications processes.
- Reporting and recordkeeping.
- Information technology and records management systems.

### Task 2-E: Staffing & Personnel

---

AP Triton will review BCFD4 staffing levels. Areas to be considered include:

- Review and evaluate administration and support staffing levels.
- Review and evaluate operational staffing levels.
- Review staff allocation to various functions and divisions.
- Review staff scheduling methodology.
- Review firefighter/EMS staff distribution.
- Personnel management systems will also be reviewed, focusing on:
  - Human resources policies.
  - Personnel reports and recordkeeping.
  - Compensation systems.
  - Application and recruitment processes.
  - Health and wellness programs.

### Task 2-F: Planning for Fire Protection & EMS

---

The planning processes within BCFD4 will be reviewed and include the following key components:

- Review and evaluate the adequacy of the current planning process.
- Review elements of tactical, strategic, and operational planning within the Benton County Fire District 4.
- Review long-range or other planning efforts.

### Task 2-G: Capital Facility, Apparatus, & Equipment

---

This task will entail a review of current major capital assets (fire station, any other fire district facilities, and apparatus). This evaluation will include:

**Facilities**—Tour and make observations in areas critical of current station locations and future station considerations. This will entail a cursory review of each facility and not a detailed, comprehensive engineering analysis. Items to be contained in the report include:

- Design
- Construction
- Safety
- Future Viability
- Work & Living Areas
- Efficiency

**Apparatus**—Review and make recommendations regarding the inventory of apparatus and equipment. Items to be reviewed include:

- Age, condition, and serviceability.
- Distribution and deployment.

## Task 2-H: Support Programs

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AP Triton will review and evaluate the following support programs.

- **Emergency Medical Services (EMS):** AP Triton will evaluate the current BCFD4 emergency medical services (EMS).
- **Life Safety Services & Public Education:** AP Triton will conduct a review of pre-fire planning processes, Community Risk Reduction, fire and arson investigation, and assorted public education and prevention programs.
- **Communications and Dispatch:** Evaluation of communications infrastructure, alarm systems, dispatch center capabilities, technologies, staffing, and capabilities to ensure efficient call process, resource dispatching, and alignment with industry best practices and future growth demands.
- **Hazardous Materials Services Support & Response:** AP Triton will provide an overview of BCFD4's capabilities with regards to hazardous materials incident responses to include resources, training, and staffing.
- **Specialized Technical Rescue Services Support & Response:** AP Triton will provide an overview of BCFD4's technical rescue response assessing the physical and staffing resources as well as training and education compliance for technical rescue operations, ensuring alignment with industry standards and best practices. AP Triton will review the historical staffing performance in regard to technical rescue response as part of the Tri-County Technical Rescue Team, including, but not limited to:
  - Water Rescue (Swift water)
  - Trench Collapse
  - Building Collapse
  - Rope Rescue (Low & High Angle)
  - Confined Space
- **Training & Continuing Medical Education:**
  - General training competencies.
  - Training administration, schedules, and facilities.
  - Training program goals and objectives.
  - Training administrative support and maintenance of training records.

## SECTION THREE—COMMUNITY RISK ASSESSMENT

AP Triton will perform a comprehensive all-hazards analysis of the community served by the Benton County Fire District 4 based on the elements included in the following tasks. The purpose of this evaluation is to initially assess the district's hazards, threats, vulnerabilities, and risks for the entire coverage area, in comparison to recognized standards and best practices, to include consideration of benchmarks to compare future improvement.

### Task 3-A: Description of the Communities Served

---

AP Triton will provide an overview and description of the service area of the Benton County Fire District 4 that includes:

- Community characteristics, including general location, history, geography, topography, climate, local government type, jurisdictional area, and surrounding jurisdictions.
- **Demographic characteristics:** Analysis of population characteristics, including population history, density, and growth trends.
- **Physical assets:** Identifying critical infrastructure and physical assets protected by the fire protection district.
- **Transportation networks:** Evaluation of key transportation routes (i.e., roads, railways, airports, waterways) and their impact on emergency response.
- **Planning zones or fire management (response) zones:** Analysis of the fire management and planning zones across the coverage area.

AP Triton will interpret census and community development data to provide insights on:

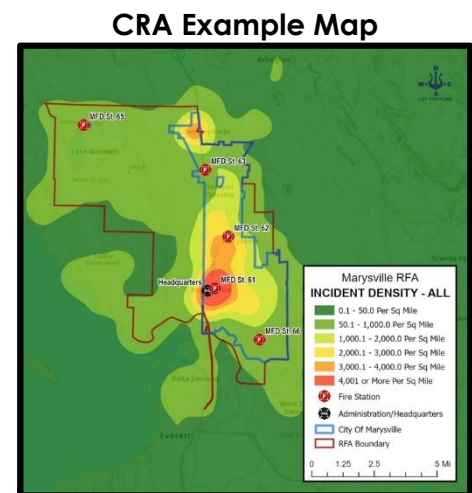
- Projected Residential Population Growth: Impacts on fire and emergency services based on current trends.
- Population history
- Population density
- Census-based population and demographic information:
  - Projected residential population growth
  - At-Risk and vulnerable populations' impacts on BCFD4 services
  - Transient population and demographic information (to the extent data is available)
- Community planning-based population information.
- Community land use regulations.
- Occupancy types by land use designation.

- Hazardous substances and processes.
- Non-Structural Risks: Identification and categorization of community risks unrelated to building structure, such as public gatherings or open spaces.

### Task 3-B: All Hazards Community Risk Assessment

AP Triton will conduct a comprehensive analysis of community risks and land use and interpret their impact on emergency services planning and delivery. Land use, zoning classifications, parcel data, ISO fire-flow data, economic value, building footprint densities, occupancy data, and demographic information may be used, along with specific target hazard information. This analysis will include, but not be limited to:

- **Identification of Community Risks:** Fire, emergency medical services demand, technical rescue, hazardous materials, transportation, and natural hazards (e.g., earthquakes, wildfires).
- **Occupancy Vulnerability Profile:** Development of vulnerability profiles for key buildings and facilities.
- **Demographic Impact:** Consideration of population, age, density, and transient populations (e.g., tourists, seasonal workers).
- **Risk Impact Assessment:** Evaluation of the economic, social, cultural, and environmental impact of identified risks.
- **Speed of Onset & Duration:** Analyzing how quickly risks could develop and their expected duration.
- **Effect on Response Capabilities:** How each risk will impact the department's ability to respond effectively.



### Task 3-C: Spatial Visualization of Data & Information

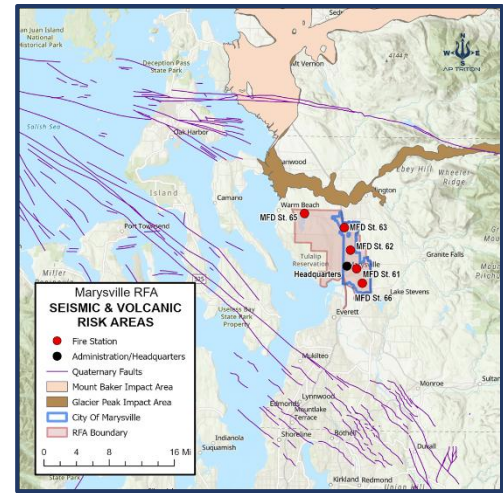
AP Triton will use local planning/zoning data combined with available GIS data from BCFD4 and other sources to evaluate the physical risks of the communities to include:

- **Geospatial Characteristics:** Analysis of political boundaries, growth limits, and construction constraints
- **Topography:** Identifying barriers to response, elevation extremes, and urban-wildland interface zones



- **Transportation Networks:** Mapping key transportation routes, railways, bridges, airports, and waterways.
- **Evaluation of Physical Assets:** Assessing protected infrastructure and critical facilities.
- **Risk Assessment Methodology:** Using established methods to analyze hazards, vulnerabilities, and resilience.
- **Community-Wide Hazards:** Emphasis on seismic, wildfire, and national security threats.
- **Risk Analysis of Key Properties:**
  - Strip commercial occupancies
  - Big-box stores
  - High-rise structures
  - Industrial facilities
  - Communications towers and cell sites
  - Institutional properties
  - Wildland Urban Interface (WUI) areas
  - Hazardous materials facilities
- Community safety and remediation programs.
- Community fire protection and detection systems.
- Community loss and save information.
- Risk by response category: fire, emergency medical, and other incidents.
- Risk by planning/demand zone.
- Utilize three-axis or bar data visualization to include probability, consequence, and organizational and community impacts (resiliency).

**CRA Example Map**



## SECTION FOUR—STANDARDS OF COVER & DEPLOYMENT ANALYSIS

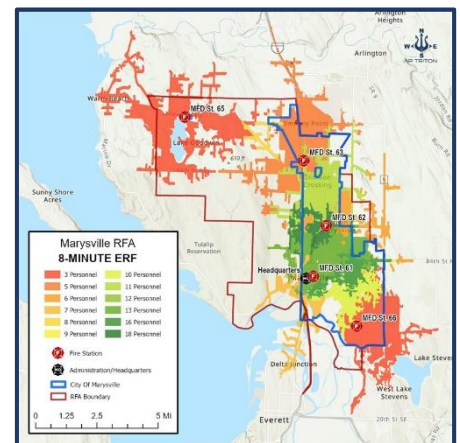
AP Triton will conduct a Standards of Cover (SOC) and deployment analysis consistent with the recommendations from the Commission on Fire Accreditation International (CFAI).

### Task 4-A: Service Delivery & Performance

AP Triton will assess service levels and operational performance based on available data. This evaluation will focus on key areas, including but not limited to:

- **Resource Distribution Analysis:**
  - Overview of the current facility and apparatus deployment strategy, using GIS technology to identify service gaps and redundancies in initial unit response.
- **Resource Concentration Analysis:**
  - Evaluation of company and apparatus distribution in relation to assembling an effective response force (ERF).
  - Assessment of response time performance capability to ensure timely full ERF deployment.
- **Response Reliability Assessment:**
  - Examination of current workload, including unit hour utilization (UHU) for individual companies (as data permits).
  - Analysis of call concurrency and its impact on ERF assembly and overall resource availability.
  - Analysis of call concurrency and impact on resource exhaustion.
  - Review of actual or estimated failure rates of individual companies.
- **Operational Performance Evaluation:**
  - Assessment of current fire station locations and identification of potential sites necessary to determine operational performance, which will include the location of the current fire stations and potential locations for additional stations.
- **Historical Performance Review:**
  - Analysis of actual response performance, analyzed by individual components.
  - Evaluation of the role and effectiveness of mutual and automatic aid agreements.

ERF Example Map



- **Additional Performance Metrics:**

- Any other analyses necessary to ensure a comprehensive understanding of operational effectiveness and support the development of the Master Plan.

**Example of a Queuing Analysis**

| Fire Station | No. Day Units | No. Night Units | Calls/Hour (0800–1959) | Calls/Hour (2000–0759) | Wait Probability |       |
|--------------|---------------|-----------------|------------------------|------------------------|------------------|-------|
|              |               |                 |                        |                        | Day              | Night |
| Station 51   | 4             | 3               | 0.68                   | 0.27                   | 0%               | 0%    |
| Station 52   | 2             | 2               | 0.84                   | 0.33                   | 16%              | 3%    |
| Station 53   | 1             | 1               | 0.28                   | 0.10                   | 22%              | 8%    |

**Task 4-B: Population Growth & Service Demand Projections**

AP Triton will develop projections for population growth and service demand by interpreting census data and community development information. This analysis will include:

- **Historical Population Growth:** Review of past growth trends.
- **Census-Based Projections:** Estimating future residential and transient population growth.
- **Service Demand Forecasts:** Using historical incident data to project future service demand across the county.

**Task 4-C: Fire Station Location Analysis**

AP Triton will leverage advanced GIS software, incident data, and projected service demand based on population growth to assess the effectiveness of current BCFD4 fire station locations and their impact on response performance. If necessary, the analysis will also include:

- **Future Fire Station Needs:** Identification of potential new station locations based on service demand and coverage gaps.
- **Relocation Considerations:** Evaluation of whether repositioning existing fire stations could enhance response efficiency.
- **Co-Location Opportunities:** Exploration of potential shared facility options to optimize resources.
- **Geospatial Visualization:** Development of GIS-generated imagery to illustrate potential future fire station locations.

## SECTION FIVE—EMS SYSTEM VALUATION

### Task 5-A: Financial and Cost Analysis of EMS Transport Services

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AP Triton will conduct a financial assessment of the EMS system to provide a clear understanding of current costs, revenue sources, and opportunities for financial optimization.

- **Current Fee and Payer Mix Assessment:** Evaluate existing transport fees, analyze payer mix, and assess financial sustainability within the service area.
- **Rate Comparison and Adjustment Strategy:** Benchmark rates against regional trends and explore adjustments to balance financial sustainability with community affordability.
- **Breakdown of Key EMS System Costs:**
  - **Personnel Costs:** Review expenses related to staffing, including salaries, benefits, and overtime.
  - **Administrative Expenses:** Assess operational costs related to EMS management, billing, and quality assurance activities.
  - **Overhead and Investment Costs:** Evaluate indirect expenses and capital investments, including equipment, training, and infrastructure needs.
- **Projected Revenue Impact:** Develop financial projections based on potential rate adjustments.
- **Billing Policy Recommendations:** Identify strategies to enhance billing efficiency and revenue collection.

### Task 5-B: Resource Needs and Workload Assessment

---

This task will evaluate the EMS system's resource allocation and workload distribution to ensure effective service delivery.

- **Time on Task (TOT) Calculation:** Determine annual TOT requirements for maintaining system efficiency.
- **Workload Unit Hour Utilization (WUHU) Evaluation:** Assess WUHU metrics to optimize resource allocation.
- **Unit Availability Projection:** Estimate resource availability needs to meet service demand.

### Task 5-C: Cost Recovery

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AP Triton will assess cost recovery strategies to maximize financial sustainability.

- **Revenue Stream Analysis:** Identify existing and potential revenue sources, including user fees, taxes, and other funding mechanisms.
- **Federal Reimbursement Programs:** Evaluate eligibility and potential benefits from federal reimbursement programs such as Public Provider Ground Emergency Medical Transport (PP-GEMT) and Intergovernmental Transfer (IGT).
- **First Responder Fees:** Assess the feasibility of implementing additional cost recovery strategies.

### Task 5-D: EMS System Model Evaluation

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AP Triton will assess the existing EMS system model and determine whether it aligns with operational and financial goals or if alternative approaches may provide better outcomes.

- **Review of the Current EMS System Model:** Analyze the effectiveness and sustainability of the existing service model.
- **Exploration of Alternative Approaches:** Identify potential modifications or alternative service delivery methods that could enhance performance, efficiency, or cost-effectiveness.
- **Feasibility Considerations:** Assess operational, financial, and regulatory factors associated with any identified alternatives.

This evaluation will provide BCFD4 with the necessary insights to determine whether the current EMS model remains the best fit or if adjustments could improve system performance and sustainability.

## SECTION SIX—FINDINGS AND RECOMMENDATIONS

The section develops the Master Plan document, including strategies intended to place the organization in a position to successfully serve its future demand and risk with a ten-year outlook. AP Triton will develop and analyze various operational models for providing emergency services with the specific intent of identifying those options that can deliver the desired levels of service identified in the previous task at the most efficient cost. Recommendations will be provided identifying the best long-range strategy for service delivery and the impact of initiating such a strategy. In addition, short and mid-term strategies will be recommended for service delivery improvement or increased efficiency.

### Task 6-A: Summary of Findings & Observations

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Building on the comprehensive evaluations conducted throughout the study, AP Triton will compile a summary of key findings, identifying critical issues and opportunities for improvement. This summary will provide BCFD4 with a clear and actionable understanding of the fire district's current operational and financial landscape.

The final report will include:

- **Regulatory & Operational Constraints:** Identification of any regulatory, legal, or operational challenges impacting current or future service delivery.
- **Performance & Service Gaps:** Analysis of response capabilities, resource deployment, and operational limitations affecting service effectiveness.
- **Financial & Cost Considerations:** Insights into funding adequacy, cost efficiency, and potential areas for financial optimization.
- **Data Capability Assessment:** Identification of limitations in data collection, management, or analytics that may affect performance evaluation and decision-making.
- **System Improvement Opportunities:** Key areas where enhancements in governance, staffing, training, service delivery, or community risk reduction could enhance overall effectiveness.

### Task 6-B: Recommended Response Standards & Targets

---

AP Triton will review and recommend response performance targets for BCFD4 based on industry standards, best practices, and the specific risks identified in the assessment. These recommendations will align with operational realities, resource availability, and community expectations.

Performance standards will consider:

- **Incident-Specific Staffing Needs:** Ensuring appropriate personnel levels to meet the critical tasking analysis for identified risks.
- **Apparatus Assignments & Deployment Models:** Evaluating response unit configurations to align with incident types, fire flows, and service demands.
- **Response Time Standards & Targets:** Establishing time-based benchmarks that allow for the effective initiation of critical tasks and emergency interventions.

To ensure alignment with national best practices, AP Triton will benchmark BCFD4's performance against:

- Insurance Services Office (ISO) standards.
- National Fire Protection Association (NFPA) recommendations.
- Center for Public Safety Excellence (CPSE) guidelines.
- Other recognized performance metrics relevant to fire suppression, emergency medical services, hazardous materials response, and technical rescue operations.

By comparing BCFD4's response performance to these industry standards, AP Triton will help establish realistic and attainable targets for improving service delivery.

### Task 6-C: Strategies & Recommendations

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AP Triton will develop a series of strategic recommendations to guide BCFD4's future planning efforts. These recommendations will be categorized into short-term, mid-term, and long-term strategies, providing a phased approach to implementation.

#### Short- and Mid-Term Strategies

- **Governance & Organizational Structure:** Recommendations to enhance management processes, decision-making efficiency, and interagency collaboration.
- **Staffing & Personnel Deployment:** Strategies for optimizing resource allocation, including potential adjustments to staffing levels, schedules, and role distribution.
- **Service Delivery Enhancements:** Evaluation of current service models and alternative approaches to improve system efficiency.
- **Training & Professional Development:** Recommendations to strengthen training programs, leadership development, and operational readiness.

- **Community Risk Reduction Initiatives:** Identification of prevention programs, public education efforts, and community engagement strategies.
- **Interagency & Cooperative Agreements:** Strategies to enhance collaboration with regional partners, mutual aid agreements, and shared service models.
- **Financial Sustainability & Cost Recovery:** Assessment of funding mechanisms, revenue opportunities, and cost-sharing strategies.

### Recommended Long-Term Strategies

- **Infrastructure & Facility Planning:** Considerations for fire station locations, future facility needs, and infrastructure investments.
- **Apparatus & Equipment Planning:** Recommendations for apparatus replacement cycles, fleet optimization, and specialized resource deployment.
- **Strategic Growth & Expansion Planning:** Evaluation of future service demand, jurisdictional growth, and system scalability.
- **Technology & Data Management Improvements:** Enhancements in records management, performance tracking, and decision-support analytics.
- **EMS System Model Considerations:** Analyzing the sustainability of the current EMS model and identifying potential modifications or enhancements to improve efficiency, response capability, and financial viability.

AP Triton will provide a detailed analysis of each recommended strategy, presented in both graphical and descriptive formats, where appropriate. Each recommendation will include the following elements:

- **Description:** A clear explanation of the proposed strategy, its purpose, and its implementation process.
- **Expected Outcome:** The anticipated impact on BCFD4's operations, efficiency, and community service levels.
- **Financial Impact:** A cost analysis, including initial investments, ongoing expenses, and potential cost savings or revenue generation.



## SECTION SEVEN—PROJECT CONCLUSION

### Task 7-A: Development & Review of the Draft Report

---

AP Triton will develop and produce electronic versions of the draft written report for technical review by representatives of the Benton County Fire District 4. This feedback is a very important aspect of this project, and AP Triton will provide adequate opportunities for review and discussion of the draft report before finalization. The report will include:

- Clearly designated recommendations.
- Detailed narrative analysis of each report element written and presented in sections with explanatory support to ensure an understanding by all readers.
- Technical review of the documents to ensure they meet the core competencies.
- Charts, graphs, GIS maps and analyses, and diagrams, where appropriate.

### Task 7-B: Publication of the Final Report

---

Following a final technical review and validation of data by Benton County Fire District 4, AP Triton will provide an electronic version (PDF format) of the report.

### Task 7-C: Presentation of the Final Report

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AP Triton will conduct a virtual final presentation of the report to representatives of Benton County Fire District 4 and any other individuals or groups as requested. To include:

- A summary of the report, methods of analysis, primary findings, and recommendations.
- An audio-visual presentation of the study with an opportunity for questions and answers.
- A review and explanation of charts, graphs, diagrams, and maps, where appropriate.

All presentation materials, files, graphics, and written material will be provided to Benton County Fire District 4 at the conclusion of the presentation(s).

## OPTIONAL SERVICES—CAPITAL IMPROVEMENT PLAN

A well-structured Capital Improvement Plan is essential for ensuring the long-term operational efficiency, safety, and financial sustainability of Benton County Fire District 4. This plan provides a strategic framework for assessing, funding, and scheduling the improvement or replacement of critical firefighting, emergency medical, and operational equipment, ensuring that personnel have the necessary tools to serve the community effectively. The Capital Improvement Plan deliverables include:

- **Comprehensive Cost Assessments:** A detailed assessment of the total expenses associated with replacing each piece of capital equipment, including procurement, installation, and ancillary costs.
- **Operational and Maintenance Cost Projections:** An analysis of ongoing expenses related to equipment upkeep, such as repairs, training, and support, to ensure financial preparedness.
- **Planned Replacement Timelines:** A structured schedule outlining when equipment will be upgraded or replaced to maintain optimal functionality and efficiency.
- **Funding Strategies:** Identification of potential funding sources, including grants, budget allocations, and community fundraising efforts, to support equipment procurement.
- **Prioritization Framework:** A data-driven approach to determining the order of equipment replacements, considering factors such as operational necessity (criticality), equipment age, and safety standards.

The successful implementation of this plan will provide Benton County Fire District 4 with a clear roadmap for sustaining and enhancing its capital resources. By proactively managing equipment life cycles and financial planning, the district will improve firefighter safety, ensure reliable emergency response capabilities, and optimize resource allocation for long-term operational effectiveness.

The proposed capital equipment replacement plan entails the following key elements:

- **Fire Apparatus:** Replacement of aging fire trucks and engines with newer, advanced models featuring improved safety features, increased water carrying capacity, enhanced pumping systems, and upgraded communication technology.
- **Personal Protective Equipment (PPE):** Upgrading firefighter PPE to meet the latest safety standards, including fire-resistant turnout gear and uniforms, helmets, gloves, boots, and self-contained breathing apparatus (SCBA) to maximize firefighter safety and reduce the risk of cancer.

- **Specialized Rescue Equipment:** Procuring and replacing critical rescue tools such as hydraulic extrication devices (e.g., Jaws of Life), high-angle rope rescue systems, confined space entry equipment, and water rescue gear to improve emergency response capabilities.
- **Medical Equipment Assessment:** Evaluating and updating essential medical devices, including cardiac monitors, defibrillators, and automated external defibrillators (AEDs), to ensure reliable and effective pre-hospital care.
- **Communications Technology Enhancements:** Upgrading portable radios, mobile data terminals, and dispatch consoles to facilitate seamless real-time communications among firefighters, incident commanders, and emergency response agencies.
- **Advanced Training Equipment:** Investing in cutting-edge training tools such as simulation systems, virtual reality platforms, and smoke-filled training props to enhance firefighter readiness and professional development.

By systematically assessing and replacing critical equipment, this plan ensures Benton County Fire District 4 remains prepared to meet the evolving needs of the community while prioritizing firefighter safety and operational efficiency.

### **Task A: Project Initiation & Development of a Work Plan**

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AP Triton will meet virtually with BCFD4's project team and/or liaisons. The purpose will be to develop a complete understanding of the district's background, goals, and expectations for the project.

AP Triton's Project Manager will develop and refine a proposed work plan that will guide the Project Team. This work plan will be developed identifying:

- Project team members responsible for each task
- Major tasks to be performed
- Resources to be utilized
- Methods for evaluating study results
- Any potential constraints or issues related to accomplishing specific tasks

The benefits of this process will be to develop working relationships between the AP Triton Project Team and client representative, determine communications processes, and identify logistical needs for the project.

## Task B: Procurement of Information & Data

---

AP Triton will request pertinent information and data from BCFD4 and any other agencies or departments as necessary. This information is critical and will be used extensively in the development of the Capital Improvement Plan. Thoroughly researched and relevant studies will be included during AP Triton's review. The documents and information relevant to this project will include, but not be limited to, the following:

- **Inventory Data:**
  - A complete inventory list of existing capital equipment, including make, model, age, condition, and current functionality.
  - Safety features and compliance information for each equipment item.
  - Maintenance and repair history for each piece of equipment.
- **Financial Data:**
  - Historical budgetary data related to capital equipment purchases and replacements.
  - Current budget allocation for capital equipment replacement and maintenance.
  - Information on any existing loans or financing arrangements for equipment purchases.
- **Operational and Maintenance Data:**
  - Documentation of operational costs associated with each piece of equipment (e.g., fuel consumption, energy usage, maintenance costs).
  - Maintenance schedules, records, and expenditures for each equipment item.
  - Training requirements and costs for operating and maintaining equipment.
- **Replacement Cost Estimates:**
  - Pricing information for replacement equipment, including quotes or estimates from vendors.
  - Additional costs related to installation, setup, and any required modifications.
  - Information on warranties, service agreements, or extended support options for new equipment.
- **Funding Sources:**
  - Details on any existing or potential grants available for capital equipment replacement in the firefighting or emergency services field.
  - Information on applicable government programs or subsidies for equipment replacements.
  - Options for community fundraising, partnerships, or sponsorship opportunities.
- Any other documents and records necessary for the successful completion of the project.

### **Task C: Assessment & Prioritization**

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The initial step in the Capital Improvement Plan involves conducting a thorough evaluation of the district's current capital inventory. This assessment will involve evaluating the condition, functionality, and safety features of each asset. Capital assets will be prioritized for improvement or replacement based on factors such as operational criticality, age, maintenance costs, and technological advancements to ensure optimal resource allocation.

### **Task D: Replacement Criteria**

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To ensure a consistent and objective approach, we will establish clear criteria for equipment replacement. The criteria will consider factors such as equipment lifespan, repair history, safety standards, operational effectiveness, and the availability of new technologies. This will help us make informed decisions regarding the retirement and replacement of aging equipment.

### **Task E: Financial Estimate & Projections**

---

AP Triton will develop comprehensive financial projections for the Capital Improvement Plan. The financial projections will provide a clear estimation of the costs associated with equipment replacements, operational and maintenance expenses, and funding requirements over the specified timeline.

- Analyze historical data and cost information to estimate the overall costs of each equipment replacement.
- Review historical operational and maintenance costs associated with the existing equipment.
- Develop a comprehensive financial projection model that incorporates the estimated costs of equipment replacements, operational and maintenance expenses, and funding sources.
- Forecast the financial impact over the specified timeline to assess the budgetary implications and funding gaps.
- Consider different scenarios to evaluate the potential financial risks and contingencies.

### **Task F: Funding Strategies**

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AP Triton will explore various funding strategies, including, but not limited to, an analysis of leasing vs. purchasing options for equipment to determine the most financially viable choice. Our goal is to create a balanced funding plan that maximizes available resources while enhancing operational effectiveness and firefighter safety. We will customize the strategies to meet BCFD4's unique needs and objectives, ensuring a successful Capital Improvement Plan implementation.

### **Task G: Implementation Timeline**

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AP Triton will propose a phased implementation approach, with priority given to critical equipment requiring immediate replacement. The implementation timeline will be developed in collaboration with the department's leadership, taking into account budgetary considerations and procurement processes.

### **Task H: Monitoring & Performance Evaluation**

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AP Triton will provide a process and recommendation for regular evaluation and reporting to be conducted to monitor the progress and effectiveness of the capital equipment replacement plan. This will include assessing the operational impact of new equipment, analyzing response times, tracking incident outcomes, and gathering feedback from firefighters and community members.

### **Task I: Draft Plan Development**

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AP Triton's Project Manager will oversee the development and review of the draft Capital Improvement Plan. The project team will collaborate to produce the written document, ensuring that all necessary elements are included, and the content is accurate and well-supported. Representatives of BCFD4 will provide feedback during the review process. The report will include:

- Clearly designated recommendations.
- Detailed narrative analysis of each report element written and presented in sections with explanatory support to ensure an understanding by all readers.
- Charts, graphs, GIS maps and analyses, and diagrams, where appropriate.

AP Triton will allow for a final technical review of the draft plan based on feedback received from representatives of BCFD4 and address any necessary revisions or clarifications to ensure the accuracy and quality of the report.

### **Task J: Publication of the Final Plan**

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Following a final technical review and approval by BCFD4, AP Triton will provide final electronic versions (PDF format) of the report.

# PROJECT TIMELINE

Based on our extensive experience in conducting a wide array of analyses across public safety disciplines, including but not limited to fire service, emergency medical services, and law enforcement, we propose an estimated timeline of **6–9 months** for the successful completion of the project. It is important to emphasize that the proposed timeline will commence only upon our receipt of all the necessary information and data required to conduct a thorough and accurate evaluation of the project scope. We have allocated two weeks for the client's technical review of the draft deliverables. Please note that any additional time needed for reviews or modifications will result in an extended project timeline.

While the 6–9-month window is our standard estimated timeframe, our team remains committed to completing the project as efficiently as possible without compromising the quality of our work. Our experienced consultants are dedicated to delivering actionable recommendations and high-quality outputs that align with the project's objectives.

The success of this project is contingent upon a collaborative relationship between our team and Benton County Fire District 4. We value open communication and will provide regular updates on the project's progress, as well as any adjustments that may be needed.

Our priority is to provide Benton County Fire District 4 with a comprehensive and insightful evaluation, complete with actionable and sustainable recommendations. Should opportunities arise to expedite specific tasks or processes, we will actively pursue them to deliver the final report in the most efficient manner possible.

## PROJECT TIMELINE & KEY MILESTONES

The Gantt chart below outlines the estimated timeline for completing the key sections of the project, subject to adjustments based on final scope refinement and data availability. The proposed timelines are based on the assumption that usable supporting data, as requested at project kickoff, is provided within 30 days. Client-initiated scheduling delays or errors in the provided data may extend the timeline.

The chart identifies key project milestones, including data collection, stakeholder engagement, onsite visits, progress meetings, and the development and review of the draft and final reports. These milestones serve as critical checkpoints to ensure alignment with project goals and provide opportunities for collaboration and feedback.

| Project Section                                    | — Month —  |   |   |   |   |   |   |   |   |
|--|--|---|---|---|---|---|---|---|---|
|  | 1  | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| <b>Section 1:</b> Project Initiation               | <i>Completed prior to timeline implementation.</i> |   |   |   |   |   |   |   |   |
| <b>Section 2:</b> Evaluation of Current Conditions |  |   |   |   |   |   |   |   |   |
| <b>Section 3:</b> Community Risk Assessment        |  |   |   |   |   |   |   |   |   |
| <b>Section 4:</b> Standards of Cover               |  |   |   |   |   |   |   |   |   |
| <b>Section 5:</b> EMS System Valuation             |  |   |   |   |   |   |   |   |   |
| <b>Section 6:</b> Findings & Recommendations       |  |   |   |   |   |   |   |   |   |
| <b>Section 7:</b> Project Conclusion               |  |   |   |   |   |   |   |   |   |

|                        |  |                           |  |                             |
|------------------------|--|---------------------------|--|-----------------------------|
| <b>Key Milestones:</b> |  | Data Collection Complete  |  | Virtual Progress Meeting    |
|                        |  | Onsite Visit & Interviews |  | Draft Report                |
|                        |  | Client Technical Review   |  | Final Report & Presentation |

**Estimated Time to Complete the Project: 6–9 months**



# PROJECT FEE PROPOSALS

AP Triton, LLC presents the following formal cost proposal for the project outlined in the Scope of Work. The fee is inclusive of expenses:

## Master Plan, CRA-SOC, and EMS Valuation & Model Review

| Project Section  | Fees & Expenses |
|--|-----------------|
| <b>Section 1:</b> Project Initiation & Data Acquisition    | \$30,409        |
| <b>Section 2:</b> Evaluation of Current Conditions         | \$13,750        |
| <b>Section 3:</b> Community Risk Assessment                | \$11,667        |
| <b>Section 4:</b> Standards of Cover & Deployment Analysis | \$10,292        |
| <b>Section 5:</b> EMS System Valuation                     | \$5,156         |
| <b>Section 6:</b> Findings & Recommendations               | \$5,156         |
| <b>Section 7:</b> Project Conclusion                       | \$10,521        |
| <b>Proposed Project Fee (will not exceed):</b>             | <b>\$86,951</b> |

## Capital Improvement Plan

| Project Enhancement                            | Fees & Expenses |
|--|-----------------|
| <b>Capital Improvement Plan</b>                | \$29,995        |
| <b>Proposed Project Fee (will not exceed):</b> | <b>\$29,995</b> |

# PAYMENT INFORMATION

## Payment Schedule & Invoicing

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- **Initial Payment:** A deposit of 10% of the total project cost is due upon the signing of the contract, to initiate the work.
- **Progress Payments:** Monthly invoicing will be processed as work progresses, continuing until 95% of the project has been completed.
- **Final Payment:** The remaining 5% of the project cost is due upon successful completion and acceptance of the project.

## Data Engineering Costs

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- **Included Services:** Data engineering for up to three specific data sets (i.e., CAD, NFIRS, ePCR) is included in our all-inclusive pricing. This encompasses gathering and assisting the agency with straightforward data pull requests.
- **Additional Incident Data:** Any extra incident data needed (i.e., previous RMS or CAD database records) will incur a charge of \$1,500 per database.
- **Substantial Assistance:** Should AP Triton consultants provide substantial assistance or direct data pulls from the client's records, this service will be billed at \$1,500 per database.

## Additional Hours and Expenses

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- **Project Manager Rate:** Extra hours for the Project Manager will be billed at \$200 per hour.
- **Consultants' Rate:** Additional hours for consultants will be billed at \$160 per hour.
- **Travel Expenses:** Any extra travel expenses will be billed separately, in addition to the hourly rate.
- **Legal Expenses:** Legal expenses, if applicable, will be billed at the respective rate.

## Cost Quotation Information

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- The bid quotation is valid for 90 days.
- AP Triton Federal Employer Identification Number: 47-2170685.

# ABOUT AP TRITON

## Contact Information

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The headquarters of AP Triton, LLC is located in Sheridan, Wyoming. Consultants and other subject matter experts (SME) are located throughout the United States.



**Address:** 1309 Coffeen Avenue Suite 3178, Sheridan, WY 82801



**Phone:** 833.251.5824 (toll free)



**E-Mail:** [info@aptriton.com](mailto:info@aptriton.com)



**Website:** [www.aptriton.com](http://www.aptriton.com)

## About AP Triton

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Established in 2014, AP Triton is a leading provider in the public safety industry with a proven track record in the fire service, emergency medical services, law enforcement, fire prevention, and life-safety programs. Our extensive experience spans a wide range of disciplines, enabling us to offer comprehensive solutions tailored to the unique needs of our clients.

Our team of consultants brings a wealth of expertise and has successfully executed numerous projects, including Master Plans, Strategic Plans, Emergency Operations Plans, Community Risk Assessments/Standards of Cover, Consolidation Feasibility Studies, EMS System Analyses, Staffing Studies, Agency Evaluations, Cost Recovery and Valuation Studies, and Fire Station Location Studies. We pride ourselves on our ability to deliver high-quality and actionable recommendations that drive positive change.

At AP Triton, we understand that traditional approaches to public safety may not always yield optimal results. That is why we prioritize innovative thinking and creative problem-solving. We believe that sustainable solutions require a forward-thinking mindset, and we bring our experience and expertise to help our clients overcome challenges and seize opportunities.

With our deep understanding of public safety departments of all sizes, AP Triton is uniquely positioned to address the specific needs of Benton County Fire District 4. Our consultants have decades of experience working with diverse organizations, and we leverage this knowledge to provide customized, practical, and effective solutions. We take the time to listen to our clients, understand their local issues, and develop strategies that promote long-term success.

By choosing AP Triton as your consulting partner, you gain access to a dedicated team that is committed to delivering exceptional results. We prioritize your goals, remain responsive to your needs throughout the engagement, and provide ongoing support even after project completion. Our dedication to client satisfaction sets us apart and makes us the ideal choice for Benton County Fire District 4's consulting needs.

When it comes to innovative solutions, unparalleled expertise, and a commitment to your success, AP Triton is the partner you can rely on. Let us help you transform your public safety operations and achieve your goals in the most efficient and sustainable way possible.

### AP Triton's Approach to Projects

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AP Triton's approach to projects demonstrates our deep understanding of your expectations. With our extensive experience working with fire departments, fire districts, EMS organizations, and various emergency services agencies across diverse communities in the United States, we bring a wealth of knowledge and expertise to every engagement. Key elements of AP Triton's methodology include:

- **Thorough Understanding:** We ensure a complete understanding of the project background, goals, objectives, and the complex issues that need to be addressed. This allows us to develop tailored solutions that align with your specific needs.
- **Comprehensive Scope of Work:** We develop a well-designed and practical scope of work (SOW) and workplan that actively involves key stakeholders, leadership, and other relevant individuals. This collaborative approach ensures that all perspectives are considered and results in a robust project plan.
- **Advanced Tools and Technologies:** AP Triton leverages state-of-the-art GIS mapping, computer modeling, data analysis tools, and web-based communication technologies to enhance project outcomes. These sophisticated tools enable us to provide accurate analyses, insightful recommendations, and efficient collaboration.

- **Web-based Communication Platform:** To facilitate seamless communication and collaboration throughout the project, we utilize secure cloud-based data-sharing applications to create an online project site. This platform allows the client and project team members to collaborate effectively. Additionally, we employ virtual conferencing software for client communications and presentations.
- **Subject Matter Experts:** We engage experienced subject matter experts (SMEs) with in-depth knowledge of the fire service, EMS, and other related emergency services disciplines. Our team also includes experts in GIS and data analysis, ensuring comprehensive expertise is applied to your project.
- **Commitment to Timeliness:** We are committed to delivering projects and deliverables within the requested timeline while maintaining high standards of quality. Our dedicated team works diligently to meet or exceed your expectations, ensuring timely completion.
- **Clear and Accessible Reports:** We provide high-quality printed and bound reports that present clear contents and actionable recommendations. Our reports are designed to enable easy comprehension for clients, key stakeholders, and community members alike.

At AP Triton, we combine our extensive experience, advanced tools, collaborative approach, and commitment to excellence to deliver successful projects that meet your expectations.

### Best Practices & National Standards

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Based on the type of project and study requirements, AP Triton will refer to and utilize current industry best practices, along with relevant national standards promulgated by a wide variety of associations and organizations that develop consensus standards for the fire service, EMS, communications, and other related services. These may include the *National Fire Protection Association (NFPA)*, *Center for Public Safety Excellence (CPSE)*, *Commission on Accreditation of Ambulance Services (CAAS)*, and other organizations.

AP Triton utilizes a multi-faceted approach to providing recommendations for our clients. The following encompasses our best practices:

- **Understand client needs:** AP Triton begins by thoroughly understanding the specific needs and goals of your agency. This allows us to tailor our recommendations accordingly.
- **Enhance operational efficiency:** AP Triton identifies opportunities to optimize operational processes.
- **Incorporate data-driven decision-making:** AP Triton utilizes data and analytics to drive decision-making recommendations.

- **Develop a work plan:** AP Triton collaborates with the client to develop a work plan that outlines the goals, objectives, and action steps required to achieve desired outcomes of the project. This ensures the plan is realistic, measurable, and aligned with industry standards and best practices.
- **Engage stakeholders:** AP Triton involves key stakeholders, including elected officials, personnel, and management representatives, throughout the consulting process. Stakeholder input and buy-in are crucial for the successful implementation and sustainability of any recommended changes.
- **Conduct a comprehensive assessment:** AP Triton conducts a thorough assessment of the existing organization(s). We identify areas for improvement and prioritize them based on their impact and feasibility.
- **Focus on continuous training and education:** AP Triton emphasizes the importance of ongoing training and education. We promote a culture of continuous learning, keeping up with the latest industry advancements, protocols, and technologies.
- **Foster collaboration and partnerships:** AP Triton encourages collaboration between agencies when possible. These relationships facilitate information sharing, coordination, and mutual support to enhance services and outcomes.
- **Ensure compliance with regulations:** AP Triton strives to stay current with local, state, and federal industry regulations.
- **Monitor and evaluate progress:** AP Triton assists our clients in establishing systems for monitoring and evaluating the implementation of our recommendations and the overall performance of your organization.

## Conflict of Interest Statement

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AP Triton has neither directly nor indirectly entered into any agreement, participated in any collusion or collusion activity, or otherwise taken any action which in any way restricts or restrains the competitive nature of this solicitation including, but not limited to, the prior discussion of terms, conditions, pricing, or other offer parameters required by this solicitation.

AP Triton is not presently suspended or otherwise prohibited by any government from participating in this solicitation or any other contract to follow thereafter. Neither AP Triton nor anyone associated with AP Triton has any potential conflict of interest because of or due to any other clients, contracts, or property interests in this solicitation or the resulting project.

## Project Management Structure

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AP Triton's project teams have developed strong organizational skills and adaptability to effectively balance their workload and ensure successful outcomes across various engagements. AP Triton manages multiple projects simultaneously while ensuring high-quality work and meeting client expectations with the following strategies:

- **Team:** AP Triton customizes each team, matching our associates' skills and expertise to each client's specific needs. We delegate specific tasks or engage a team to assist with certain aspects of the project. By leveraging the expertise and skills of others, we can distribute the workload and maintain productivity.
- **Time Management & Task Prioritization:** Effective time management is crucial for consultants. They prioritize tasks, set deadlines, and allocate dedicated time blocks for each project. This helps them stay organized and focused on delivering results.
- **Project Planning:** AP Triton creates work plans that outline key deliverables, milestones, and timelines for each project. This provides us with a clear roadmap and ensures we remain on track with our commitments.
- **Effective Communication:** Clear and proactive communication with clients is essential. AP Triton keeps our clients informed about project timelines, progress, and any potential challenges. This transparency fosters trust and helps us manage client expectations.
- **Leveraging Technology:** Consultants utilize various tools and technologies to enhance their productivity and efficiency. Project management software, communication platforms, and collaborative tools enable seamless coordination, document sharing, and real-time updates.
- **Efficient Work Processes:** AP Triton is constantly evaluating quality assurance and quality improvement. We develop efficient work processes and methodologies based on our experience and industry best practices. We strive to streamline repetitive tasks, leverage templates and frameworks, and adopt standardized approaches to optimize our workflow.
- **Prioritization & Focus:** AP Triton's designated Project Manager is available for the duration of the assigned project. They lead the team and assist our associates and subject matter experts in prioritizing their tasks based on project urgency, client needs, and strategic importance.
- **Collaboration:** Our project teams do not operate in a silo. We possess a pool of expertise and resources. Our project teams collaborate to share insights, seek advice, and leverage collective knowledge to deliver high-quality results.

# PROJECT TEAM QUALIFICATIONS

AP Triton is dedicated to partnering with highly experienced and qualified public safety consultants. We have a diverse pool of individuals with extensive knowledge and expertise to meet a wide range of client needs. At AP Triton, we approach each project with unwavering commitment, treating it as our top priority. We are confident that AP Triton is the ideal choice to provide you with reliable solutions that cater to your present and future requirements.

Our Project Team boasts a wealth of experience across various locations throughout the United States. Our approach to assembling Project Teams is meticulous, considering each associate's background, education, experience, and expertise. This ensures that we match the right individuals to the specific tasks required to successfully address your agency's unique needs. As you will discover in the following biographies and resumes, each team member brings a distinct set of skills and valuable past experiences that will greatly benefit the project.

By choosing AP Triton, you gain access to our exceptional talent pool and a customized team equipped to deliver optimal solutions tailored to your specific requirements. We are committed to exceeding your expectations and providing you with unparalleled expertise and support throughout the project.

By entrusting your project to AP Triton, you gain more than just a service provider; you gain a partner dedicated to achieving your strategic objectives through innovative solutions, strategic planning excellence, and a steadfast commitment to delivering on time and within budget.



**Clay Steward, MS/EM**  
**Project Manager | GIS & Data Analyst**



**Summary of Qualifications**

Clay Steward is an experienced fire service senior manager actively serving the industry for 25 years. He began his fire service career at Edgewater Fire Department, CO and moved to Arvada Fire Protection District after three years. At Arvada, he rose through the ranks where he ultimately retired as the division chief of planning and support services in 2018. During his tenure, he served as the district's Accreditation Officer and lead his organization through its first accreditation bid with the CFAI. Since retirement he works as an independent contractor specializing in fire service data and accreditation documentation.

Clay brings a strong technical background in data engineering and analytics that augments his detailed understanding of fire service management and continuous improvement. Clay is a CFAI Peer Assessor, and is experienced in developing community risk assessments, standard of cover, strategic planning, and self-assessment documents for the CFAI.

**Professional Development & Education**

- Master of Science in Emergency Management, American Public University, Charles Town, WV
- Associate of Science in Fire Science, Red Rocks Community College, CO
- Center for Public Safety Peer Assessor and Accreditation Management Courses
- Data analytic, data engineering, and data science training
- Lean and lean six sigma course experience and education

**Licensure & Certifications**

- CFAI Peer Assessor Level 1
- IBM Data Science Specialization
- Alteryx Core Designer
- Tableau Analyst and Author
- Center for Professional Credentialing Chief Fire Officer

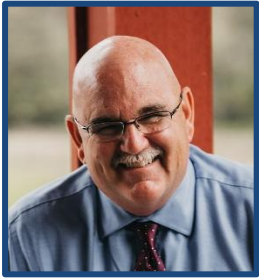
**Experience**

- Active fire service and data and management consultant
- Experienced trainer
- Retired Division Chief and Accreditation Officer
- Experienced training and safety officer
- 25 years of service in the fire service
- 11 years and current member of the plans section of the Jefferson County type III IMT team
- 14 years experienced with FEMA's CO-TF1 US&R team

**Associated Professional Accomplishments**

- Developed and teaches Introduction to Data Analytics for Emergency Services course
- Currently active and past steering committee member of the Rocky Mountain Professional Credentialing and Accreditation Consortium
- Past IAFF Secretary and Treasurer, Local 4056

**William Boyd, BA, EFO**  
**Senior Associate**



**Summary of Qualifications**

Chief Boyd is a retired Fire Chief from the Bellingham Fire Department. He retired in 2012 after 29 years of progressive service to the citizens of Bellingham and Whatcom County. During his tenure, he served as a firefighter, firefighter paramedic, paramedic supervisor, fire captain/paramedic, assistant fire chief, and fire chief for the last nine years of his career. During this time, he served as the incident commander on several major fires and disasters, including the 1999 Whatcom Creek Explosion. He also led the department through the 2008–2010 “great recession,” collaborating with the department bargaining units in making strategic reductions and service delivery changes to meet budget reduction targets without reducing service delivery. He also consulted and lectured for the Department of Homeland Security, and served as a charter member of the DHS Virtual Social Media Working Group, providing guidance and training on integrating social media tools in crisis communications/incident command. After his retirement, Chief Boyd entered the private sector as a regional safety coordinator for a national industrial cleaning company, overseeing and managing safety and compliance programs across four states. He now uses his broad public and private safety experience in assessing fire service organizations around the country.

**Professional Experience**

- 1983–1985—Firefighter, Bellingham Fire Department
- 1985–2002—Washington State Paramedic Certification
- 1985–1990—Firefighter/Paramedic, Bellingham Fire Department/Whatcom Medic One
- 1990–1996—EMS Supervisor, Bellingham Fire Department/Whatcom Medic One
- 1997–1999—Fire Captain/Paramedic/Public Information Officer, Bellingham Fire Department
- 1999–2003—Assistant Fire Chief, Bellingham Fire Department
- 2003–2012—Fire Chief, Bellingham Fire Department
- 2012–2017—Regional Safety Coordinator, Ancon Services
- 2017–2019—Associate Consultant, Emergency Services Consulting International (ESCI)
- 2019–2021—Senior Consultant/Project Manager, ESCI
- 2021–Present—Senior Associate, AP Triton

**Educational Background & Certifications**

- 1982 Bachelor of Arts, Political Science, Western Washington University, Bellingham, Washington
- 2004 Executive Fire Officer Designation, U.S. Fire Administration National Fire Academy

**Associated Professional Accomplishments**

- Incident Commander, Northwest Incident Management Team (FEMA Type III All Hazards Team)
- Member—Department of Homeland Security Virtual Social Media Working Group (VSMWG)
- Created the City of Bellingham Office of Emergency Management
- Board member, Washington State Critical Incident Stress Management Board
- President—Whatcom County Fire Chiefs Association
- Author and lecturer on social media crisis communication tools and strategies
- Executive Board Member, IAFF Local 106
- Paramedic Instructor/Lecturer

**Frank Blackley, MPA, EFO, BS**  
**Senior Associate**



**Summary of Qualifications**

Chief Blackley has more than 35 years of experience in the fire service and has served with several departments in southeastern North Carolina. His service began at the Wilmington Fire Department, before spending nearly 10 years at the Wrightsville Beach Fire Department. In 1996, he began working with New Hanover County Fire Rescue as a fire inspector/investigator. In 1999, he returned to the Wilmington Fire Department as an inspector and was promoted to Assistant Chief and Fire Marshal in 2001. He served in this role until 2009, then transferred to Assistant Chief of Operations. In 2012, he assumed his last role as Assistant Chief of Support Services.

Chief Blackley brings a long list of education, experience, and technical expertise to AP Triton. With experience in both combination and career departments, he possesses a demonstrated record of professionalism and a commitment to excellence. In addition to fire administration and management accomplishments, Chief Blackley has contributed to Vision 20/20 as a technical advisor for several states and the development of a new Outcome Measures Guide. He has spoken nationally on Community Risk Reduction (CRR) and how to use data in decision-making. He is familiar with the Center for Public Safety Excellence accreditation process and wrote several categories for his previous department, and assisted in the development of a CRR class for the National Fire Academy.

**Educational Background**

- University of North Carolina Wilmington, Master's Public Administration, Urban and Regional Policy and Planning, 2011
- Executive Fire Officer Program, Emmitsburg, MD, 2009
- University of Maryland University College, Bachelor of Science in Fire Science, 1996
- Guilford Technical Community College, Associate of Science in Fire Science
- Commission on Professional Credentialing, Chief Fire Officer

**Professional Experience**

- Consultant, AP Triton, 2020–Present
- Consultant, Emergency Services Consulting International (ESCI), 2019–2020
- Technical Advisor, Vision 20/20
- Assistant Fire Chief, City of Wilmington, NC
- Deputy Fire Marshal, New Hanover County, NC

**Relevant Experience**

- President, North Carolina Fire Marshal's Association
- Chair, New Hanover County Public Safety Communication Center Policy Board
- Member, North Carolina Fire Code Revision Committee

**Associated Professional Accomplishments**

- Developed the Outcome Measures Guide for Vision 20/20
- Published author, Crisis Response Journal, Hurricane Florence: Response and Recovery

**Chris Coates, EFO, BA**  
**Senior Associate**



**Summary of Qualifications**

Chris is a highly respected Chief officer with over 27 years of fire service experience with expertise in various areas. Preceding his career as a firefighter/paramedic, Chris worked as an in-house ambulance operator (AO) for a large county agency and currently oversees the administrative, training, and operations of the ambulance operator program within Costa Mesa Fire & Rescue, resulting in a well-versed knowledge of an EMT ambulance operator program. As a Training Officer, with an unwavering collaborative mindset, Chris is skilled in planning, organizing, and managing programs and projects.

Currently, Chris serves as a Battalion Chief overseeing many significant programs and projects where he is known for his commitment to continuous improvement. Chris's involvement includes, but is not limited to, serving as the Urban Search & Rescue manager, developing and spearheading the Peer Support program, active participant in achieving accreditation, and currently guiding a committee in updating all policies and procedures.

Notably, and during a time of transition, Chris brought stability to the EMS and training division when he developed a results-oriented plan (EMS and training) that was in alignment with national, state, and local regulations. In addition, Chris developed, facilitated, and managed several recruit academies for probationary firefighters from the ground up while working closely with the Office of the State Fire Marshal's State Fire Training to award Firefighter 1 & 2, Fire Control 3, and Driver Operator 1A certificates.

**Professional Development & Education**

- Graduate of the Executive Fire Officer program, National Fire Academy
- Bachelor of Arts, Brandman University
- Associates of Arts, Coastline Community College
- Training in fire department administration, budget, fire ground command and control, management, leadership, and safety

**Licensure & Certifications**

- Numerous state certifications ranging from technical rescue to Chief Officer
- Public Information Officer (PIO-3), California Incident Command Certification System

**Professional Experience**

- 27 years in public safety experience, several years as a Chief Officer
- Administrative Captain managing Training and Safety, EMS, and PIO
- Orange County Fire Chiefs EMS Committee
- Orange County Fire Chiefs Training Officers Committee
- Program Manager Urban Search & Rescue
- Adjunct Instructor, Santa Ana College

**Associated Professional Affiliations & Activities**

- Southern Director, California Fire Chiefs Association Operations
- Past President, California Fire Chiefs Association Training Officers (CATO)
- Statewide Training and Education Committee (STEAC)
- Costa Mesa Fire & Rescue Peer Support Oversight
- Recipient of Various Department Recognition awards and distinctions
- Leadership Tomorrow, Orange County, CA

**Other Project Experience**

- Salinas FD, Master Plan (EMS, Dispatch)
- South Placer FPD, Master Plan (EMS)
- Montgomery County EMS, TX (EMS)

**Brian A. Brown**  
**Senior Associate/Fire SME**



**Summary of Qualifications**

Brian Brown started his fire service career in 1988 with Parker Fire District as an Emergency Vehicle Technician and retired as a Bureau Chief in 2018. Through his vision early in his career and with the support of the Fire Chief and Board of Directors, Brian envisioned and created a fleet enterprise fund that provided cost efficiency with quality service for the fleet of vehicles in his department and the same level of service to other fire agencies across the front range as well as agencies in bordering states. He has also established the Fleet Services Bureau as an authorized service and warranty center for seven major apparatus manufacturers and ten individual component manufacturers.

Chief Brown has shown versatility during his career with the fire service. He is a founding member of the Colorado Fire Mechanics Association and has taught classes at their annual academy for the past 25 years. He was a tenured member of the South Metro Salary and Benefits Committee, the Pension Committee, the Peer Support Committee, and chaired the Apparatus Purchasing Committee. Brian knows fire apparatus, specifications, replacement schedules, life cycle cost analysis, overall fleet operations, management and more.

**Professional Experience**

- Division Chief, Fleet Service, Parker Fire District, Colorado
- Bureau Chief, Fleet Services, South Metro Fire Rescue. Colorado
- Extensive training in fire service administration, personnel management, Type Incident Management Team, department operations, strategic planning, ISO Class 1 evaluation and CFAI National Fire Accreditation.

**Educational Background & Certifications**

- University of Phoenix, Public Administration Program
- Columbia State University, Business Administration Program
- National Fire Academy, Executive Planning
- Wright State University Certificate – Advanced Fleet Maintenance Management
- National and State Certified EMT-I – Current
- Incident Command System for ICS 100 through ICS 800

**Relevant Experience**

- Apparatus Committee Chairman for Parker Fire District and South Metro Fire Rescue that included five separate committees for aerial, pumpers, ambulance, wildland, special Teams apparatus.
- Chair for the Colorado Emergency Vehicle Technicians Association 1994–1998 and 2008–2012
- NFPA 1901 Technical Committee 1998-2002
- Committee representative for the Emergency Vehicle Technicians Validation Committee Conference for EVT Management 1 and Management 2 testing and certification.

**Associated Professional Accomplishments**

- Published author for Fire House, Fire Apparatus and Fire Apparatus webinar
- Subject Matter Expert appointed to the board for Fire Department Safety Officers Association (FDSOA)
- Instructor and coordinator for the annual FDSAO Apparatus Symposium
- Instructor and coordinator for the Firehouse Expo and World Apparatus Purchasing Committee Program

**Bruce Haupt, Ph.D.**  
**Senior Associate**



**Summary of Qualifications**

Bruce Haupt has a 15+ year track record leading complex finance, performance, and innovation projects. He has led strategy, financial planning, policy analysis, program design, performance management, procurement, information technology, enterprise data analytics, and innovation functions across a handful of public sector organizations. His domain expertise includes public safety (law enforcement, fire prevention, and EMS), permitting, code enforcement, fleet/facilities, public health, K12/higher education, economic development, and

across back-office functions. His teams' efforts have been recognized by the White House, Harvard University, Code for America, New America, Bloomberg Philanthropies, and the IMF.

**Professional Development & Education**

- Ph.D. in Educational Leadership, University of Kentucky, 2021
- M.P.P., Harvard University, Kennedy School of Government, 2009
- B.A., Political Science, University of Florida, 2007
- A.A., Eastern Florida State College, 2004
- Lean Six Sigma Black Belt Certification, University of Houston, 2013

**Professional Experience**

- Director, Alvarez & Marsal Public Sector Services (2022–2023)
- Director, Budget & Performance, Harris County TX (2021–2022)
- Grant Funded Researcher, University of Kentucky (2018–2021)
- Senior Policy Advisor, Supreme Council for Planning, Government of Oman (2015–2020)
- Senior Data & Innovation Contract Consultant, World Bank, (2015–2018)
- Procurement Transformation & Strategic Sourcing Consultant, City of Houston (2013)
- City Performance & Innovation Director, Finance Department, City of Houston, (2011–2013)
- Senior Analyst, Advisor to Mayor's Chief of Staff, City of Houston (2010–2011)
- Senior Analyst, Finance Dept. (Fleet, Capital Program, Grants), City of Houston, (2009–2010)

**Select Experience Highlights**

- Oversee budget and performance for Sheriff's Office, County Jail, Fire Marshall, 8 Constables, Information Technology & Fleet Management for 3rd largest County in the U.S. (population 4.7 mil); a combined operating budget of \$1.8 B in FY22
- Lead outcome budgeting, strategic planning, and performance management processes for Harris County, City of Houston, and a foreign country (Oman)
- Develop new central Fleet Management Dept for City of Houston (13,000+ units) and lead policy and process reforms for Harris County (12,000+ units); implement new fleet IT systems; manage improvements in budgeting, acquisition/disposal, maintenance, parts, outside services; build capital budget and replacement model for Harris County
- Manage procurement transformation and optimization projects for City of Houston, Harris County, and Houston Independent School District
- Facilitate organization-wide process improvements (incl. violent crime reduction, jail staffing and safety, permitting & licensing, accounts receivable billing & collections, talent recruitment)
- Redesigned city monthly financial and operating reports and built online data visualizations



**Valerie Erwin** CAP, OM  
**Director of Administration/Senior Associate**



**Summary of Qualifications**

With a rich career spanning over three decades, Valerie Erwin is a dynamic administrative leader adept at navigating both public and private sectors, including non-profit and for-profit organizations. She is a subject matter expert in a wide array of administrative competencies, from organizational management and project coordination to grant writing and financial oversight. Her specialization extends to quality assurance, budgeting, event planning, and program administration.

Valerie combines a no-nonsense, results-oriented approach with a comprehensive understanding of operational intricacies. Her proficiency in problem-solving and critical thinking is complemented by excellent interpersonal and communication skills—both verbal and written. This unique blend enables her to excel in the development, implementation, review, and continuous improvement of organizational policies and administrative systems.

**Relevant Experience**

- Director of Administration, AP Triton
- Executive Administrative Services Manager, AP Triton
- Owner, Executive Administration and Support, LLC
- Executive Assistant/Bookkeeper, California Fire Chiefs Association
- Community Outreach Manager, Elk Grove Food Bank Services
- Assistant to the Fire Chief, Cosumnes CSD Fire Department
- President, Administrative Fire Services Section (CalChiefs)
- Public Relations Assistant, MedicAlert Foundation
- School Secretary, Don Pedro Elementary School and Argus Continuation High School
- Underwriter, Kemper Insurance Company

**Professional Development**

- Certified Administrative Professional, International Association Administrative Professionals
- Organizational Management Certificate, International Association of Administrative Professionals

**Organizations and Activities**

- Conference Coordinator, Administrative Fire Services Section (AFSS) North
- Board Member, Elk Grove Community Garden
- Advisory Board Member, Elk Grove Food Bank Services
- Volunteer Coordinator, Elk Grove Food Bank Services
- Labor and Delivery Coach, Parent Resource Center

## Melissa Vazquez Swank, MA, BA

Senior Associate | Director of Project Operations | Survey Manager



### Summary of Qualifications

With a demonstrated professional journey spanning over a decade, Melissa Vazquez Swank has become a venerated figure in project management and administration. Her specialization lies in handling the multifaceted administrative aspects of project-related assignments. This includes the meticulous planning, precise tracking, and robust documentation of numerous projects from inception at the Request for Proposal (RFP) phase through to a successful closeout.

As Director of Project Operations with over 10 years of experience, Melissa's contribution to business transcends conventional roles. She is dedicated to ensuring that all products not only meet but often exceed professional standards. Her proactive approach in enhancing project efficiency, through the reduction of time and elimination of product waste, stands as a testimony to her commitment to excellence.

Melissa's professional acumen, attention to detail, and comprehensive training equip her to provide unmatched project management support. Her passion for accuracy, fact-checking, and optimal performance permeates every facet of her professional endeavors, aligning with AP Triton's commitment to innovative and high-quality solutions.

### Professional Development & Education

- Portland State University: MA, Public History/Native American History, 2010–2013
- Portland State University: BA, History, 2007–2009

### Professional Experience

- AP Triton: Director of Project Operations, November 2022–Present
- AP Triton: Professional Services Manager, September 2021–October 2022
- 3:17 Associates: Owner, Principal Consultant, 2021–Present
- Emergency Services Consulting International (ESCI): Various roles including Quality Assurance & Recruitment Specialist, January 2020–August 2021; Recruitment Specialist, July 2017–January 2020; Technical Proofer and Quality Assurance Specialist, March 2015–January 2020
- Portland State University: Adjunct Research Assistant, December 2015–2018
- Freelance: Virtual Assistant, December 2014–Present
- Emergency Services Consulting International (ESCI): Project Administrator, Sept. 2013–June 2014

### Project Experience

- Central Pierce Fire District, WA: Strategic Plan
- Gladstone Fire Department, OR: Strategic Plan
- McMinnville Police Department, OR: Strategic Plan
- Central FD (Santa Cruz County, CA): Master Plan & Strategic Plan
- Pasco FD, WA: Master Plan & Strategic Plan
- North View Fire District (UT): Strategic Plan
- Redmond FD, OR: Master & Strategic Plan
- Riverside County EMS Agency (CA): Strategic Plan



# PROJECTS & EXPERIENCE

The following is a *partial* list of AP Triton's current and former clients. An expanded list can be provided upon request.

- Aberdeen Fire Department (WA)
- City of Alameda Fire Department (CA)
- Alameda County FPD (CA)
- Alameda County Fire Chiefs Association (CA)
- Alaska Fire Chiefs Association (AK)
- Albany Fire Department (OR)
- Anaheim Fire and Rescue (CA)
- Berkeley Fire Department (CA)
- Bethel Fire Department (AK)
- Blaine County (ID)
- Brattleboro Fire Department (VT)
- Brea Fire Department (CA)
- Brigham City Fire Department (UT)
- Fremont Fire Department (CA)
- California Fire Chiefs Association (CA)
- California Metro Chiefs Association (CA)
- Carlsbad Fire Department (CA)
- Carroll County Ambulance District (MO)
- Carson City Fire Department (NV)
- Central Jackson County FPD (MO)
- Central Fire District of Santa Cruz County (CA)
- Central Kitsap Fire & Rescue (WA)
- Central Pierce Fire Protection (WA)
- Chariton County Ambulance District (MO)
- Chico Fire Department (CA)
- Chula Vista Fire Department (CA)
- City of Costa Mesa Fire Department (CA)
- Coalinga Fire Department (CA)
- Contra Costa County FPD (CA)
- Cowlitz 2 Fire & Rescue (WA)
- DeKalb County Fire Rescue (GA)
- City of Downey Fire Department (CA)
- Douglas Okanogan County FD 15 (WA)
- El Dorado Hills Fire Department (CA)
- Fort Myers Fire Department (FL)
- Eureka Fire Protection District (MO)
- Fairfield Fire Department (CA)
- Fort Myers Fire Department (FL)
- City of Fresno Fire Department (CA)
- Fullerton Fire Department (CA)
- Gig Harbor/Pierce FD #5 (WA)
- Golden Fire Department (CO)
- Grand River Regional Ambulance (MO)
- Gray's Harbor Fire District #5 (WA)
- Hawaii Fire Chiefs Association (HI)
- Hermosa Beach Fire Department (CA)
- Huntington Beach Fire Department (CA)
- Idaho Fire Chiefs Association (ID)
- Kennewick Fire & Ambulance (WA)
- Kern County Fire Department (CA)
- Lake Ozark FPD (MO)
- La Verne Fire Department (CA)
- Lincoln Fire & Rescue (NE)
- City of Long Beach (CA)
- Milwaukee Fire Department (WI)
- City of Napa Fire Department (CA)
- City of Pflugerville (TX)
- Placer LAFCO (CA)
- San Bernardino County JPA (CA)
- City of San Diego Fire Department (CA)
- Santa Barbara County Fire Chiefs Association (CA)
- Santa Clara LAFCO (CA)
- Santa Cruz County Fire Department (CA)
- Santa Cruz LAFCO (CA)
- Seattle Fire Department (WA)
- Solano County Fire Chiefs Association (CA)
- Sonoma County Fire District (CA)
- Sonoma Valley Fire Department (CA)
- Stockton Fire Department (CA)
- Sunnyside Fire Department (WA)
- Tacoma Fire Department (WA)
- Tualatin Valley Fire & Rescue (OR)
- Ukiah Valley Fire Authority (CA)
- Utah Fire Chiefs Association (UT)
- Vacaville Fire Department (CA)
- Valley Center Fire Protection District (CA)
- Ventura County Fire Department (CA)
- Washington Fire Chiefs Association (WA)
- Watsonville Fire Department (CA)
- Webster Fire Department (TX)
- Whitefish Fire Department (MT)
- Williston Fire Department (VT)

## Project Types

The following is a *partial* list of projects in which the members of the Project Team for this study have either served as the Project Manager or participated in. Our team has participated in dozens of studies throughout the United States.

### Project Description

- Ambulance Services Optimization Study:
- Ambulance Services Optimization Study:
- Ambulance Services Study:
- Ambulance Services RFP:
- Annexation Study (three districts):
- BLS Ambulance System Valuation:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk Assessment/SOC:
- Community Risk/Service Delivery Analysis:
- Consolidation Feasibility Study:
- Cooperative Services Study:
- Countywide Fire Service Review:
- Emergency Operations Plan:
- EMS Feasibility & Optimization Study:
- EMS Feasibility Study:
- EMS Optimization Study:
- EMS Optimization Study & Transition Plan:
- EMS Strategic Assessment & Analysis:
- EMS Sub-Contractor RFP Response:
- EMS Sub-Contractor RFP Response:
- EMS Optimization and Feasibility Study:
- EMS System Evaluation:
- Financial Analysis:
- EMS System Valuation:
- EMS Transportation & Optimization Study:

### Organization

- Alameda County Fire Chiefs Association (CA)
- Santa Barbara County Fire Department (CA)
- Modesto FD/Stanslaus County OES (CA)
- Sonoma County Fire District (CA)
- Contra Costa County FPD (CA)
- Seattle Fire Department (WA)
- Coalinga Fire Department (CA)
- Davidson Fire Department (NC)
- La Verne Fire Department (CA)
- Medford Fire Department (OR)
- San Ramon Valley Fire Protection District (CA)
- Santa Barbara (City) Fire Department (CA)
- Santee Fire Department (CA)
- Elk Creek Fire Protection District (CO)
- Clifton FPD/Grand Junction FD (CO)
- Santa Clara LAFCO (CA)
- Carolina Panthers, Bank of America Stadium
- Webster Fire Department (TX)
- Brattleboro Fire Department (VT)
- Burbank Fire Department (CA)
- Carson City Fire Department (NV)
- City of Ontario/San Bernardino County (CA)
- CONFIRE JPA (CA)
- Santa Barbara County Fire Department (CA)
- San Diego Fire Department (CA)
- Truckee Meadows Fire Protection District (NV)
- Long Beach Fire Department (CA)
- San Luis Obispo Fire Chiefs Association (CA)
- Alameda County Fire Chiefs Association (CA)

## Project Description

- EMS Transportation & Optimization Study:
- Facilities Master Plan:
- Fire Department Cooperative Services Study:
- Fire District Consolidation Study:
- Fire Services Analysis:
- Fire Services Special Study:
- Fire Station Location Study:
- Fire Station & CRA/SOC Study:
- Fire/EMS Assessment:
- First Responder Fee Study:
- First Responder Fee Study:
- First Responder Fee Study:
- Long-Range Fire Department Master Plan:
- Long-Range Master Plan:
- Management Audit:
- Master Plan:
- Master Plan:
- Master Plan:
- Master Plan & Community Risk Assessment:
- Master Plan & CRA-SOC:
- Master Plan & Strategic Plan:
- Organizational & Operational Analysis:
- Municipal Service Review & SOI Study:
- Municipal Service Review & SOI Study:
- Optimization Study:
- Organizational Analysis:
- Prevention Fee Study:
- Regional Ambulance Study:
- Staffing Study & Operational Analysis:
- Strategic Plan:
- Strategic Plan:
- Strategic Plan:
- Strategic Plan:
- Valuation Study:

## Organization

- Solano County Fire Chiefs Association (CA)
- Redmond Fire Department (OR)
- Golden/Fairmount/Pleasant View FDs (CO)
- Clackamas Fire District 1 (OR)
- Williston Fire Department (VT)
- Santa Cruz LAFCO (CA)
- Portland Fire Department (TX)
- Montecito FPD (CA)
- Pflugerville Fire Department (TX)
- Merced Fire Department (CA)
- Napa Fire Department (CA)
- Truckee Meadows Fire Protection District (NV)
- Templeton Fire & Emergency Services (CA)
- Fairfield Fire Department (CA)
- Menlo Park Fire Protection District (CA)
- American Canyon Fire Protection District (CA)
- Orting Valley Fire-Rescue (WA)
- Whitefish Fire Department (MT)
- Brigham City Fire Department (UT)
- Central Fire District of Santa Cruz County (CA)
- Redmond Fire & Rescue (OR)
- City of Napa Fire Department (CA)
- Placer LAFCO (CA)
- Nevada LAFCO (CA)
- Alameda County Fire Chiefs Association (CA)
- Grand Junction Fire Department (CO)
- Suisun City Fire Department (CA)
- Eastern Placer County JPA (CA)
- Derby Fire Department (KS)
- Aspen Fire Department (CO)
- Blaine County Ambulance Service District (ID)
- Davidson Fire Department (NC)
- Central Fire District of Santa Cruz County (CA)
- Pflugerville Fire Department (TX)

# CLIENT REFERENCES

The following is a selection of AP Triton's extensive portfolio, showcasing a range of projects and studies we have successfully completed. **Where available, the project title is directly linked to its final report for easy access.** This list is far from exhaustive, and additional references are readily available upon request.

## Marysville Fire District (Washington)

**Project Title & Description:** [Community Risk Assessment, SOC, & Fire Station Relocation](#)

Triton conducted a standard Community Risk Assessment (CRA) and Standards of Cover (SOC) on behalf of the Marysville Regional Fire Authority (RFA). However, Triton went above and beyond the typical analyses and evaluated the need to relocate fire stations, add staffing, and replace critical fire apparatus.

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|------------------------|----------------------|--------------|------|
| <b>Client Contact:</b> | Chief Ned Vander Pol | <b>Year:</b> | 2023 |
|------------------------|----------------------|--------------|------|

|                      |              |                       |                       |
|----------------------|--------------|-----------------------|-----------------------|
| <b>Client Phone:</b> | 360.363.8501 | <b>Client E-Mail:</b> | nvanderpol@mfdafa.org |
|----------------------|--------------|-----------------------|-----------------------|

## North View Fire District (Utah)

**Project Title & Description:** [Master Plan with Community Risk & Strategic Plan](#)

AP Triton was retained to conduct a comprehensive master plan. The plan addressed all components of the fire district and made recommendations accordingly. During the study, AP Triton determined that a wide variety of factors were reducing the quality of EMS being provided to the district, due to outside factors that could not be controlled by NVFD. AP Triton determined options to address the EMS issues that would ultimately improve EMS and obtain substantial funding. This study was followed by a strategic plan.

|                            |                                   |              |      |
|----------------------------|-----------------------------------|--------------|------|
| <b>Contact Name/Title:</b> | Jeremiah Jones, Deputy Fire Chief | <b>Year:</b> | 2023 |
|----------------------------|-----------------------------------|--------------|------|

|                              |              |                       |                          |
|------------------------------|--------------|-----------------------|--------------------------|
| <b>Client Primary Phone:</b> | 801.782.8159 | <b>Client E-Mail:</b> | jjones@northviewfire.com |
|------------------------------|--------------|-----------------------|--------------------------|

## Osage Beach Fire Protection District (Missouri)

**Project Title & Description:** [Capital Equipment Replacement Plan](#)

Osage Beach Fire Protection District (OBFPD) contracted AP Triton to develop a comprehensive plan to guide the replacement of capital equipment. The plan established a sustainable model for improving the replacement of capital resources and enhancing firefighter safety. AP Triton estimated the overall cost of each capital resources, estimated the replacement times, and prioritized capital replacement.

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|------------------------|--------------------------|--------------|------|
| <b>Client Contact:</b> | Paul Berardi, Fire Chief | <b>Year:</b> | 2024 |
|------------------------|--------------------------|--------------|------|

|                      |  |                       |  |
|----------------------|--|-----------------------|--|
| <b>Client Phone:</b> |  | <b>Client E-Mail:</b> |  |
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|                         |                       |                |           |
|-------------------------|-----------------------|----------------|-----------|
| <b>Project Manager:</b> | Melissa Vazquez Swank | <b>Status:</b> | Completed |
|-------------------------|-----------------------|----------------|-----------|

**Central Fire District of Santa Cruz County (California)**

**Project Title & Description:** [Long-Range Master Plan & CRA-SOC & Strategic Plan](#)

AP Triton was retained to research, write, and produce a Long-Range Master Plan including a Community Risk Assessment and Standards of Cover consistent with Center for Public Safety Excellence's guidelines. The development of the Long-Range Master Plan was followed by a Customer-Centered Strategic Plan for the district.

|                         |                       |                       |                             |
|-------------------------|-----------------------|-----------------------|-----------------------------|
| <b>Client Contact:</b>  | Jason Nee, Fire Chief | <b>Year:</b>          | 2022                        |
| <b>Client Phone:</b>    | 831.479.6842          | <b>Client E-Mail:</b> | jason.nee@centralfiresc.org |
| <b>Project Manager:</b> | Kurt Latipow          | <b>Status:</b>        | Completed                   |

**Napa County Fire Department (California)**

**Project Title & Description:** [Master Plan](#)

Napa Fire County Department engaged the services of AP Triton to conduct a Long-Range Fire Department Master Plan inclusive of a Community Risk Assessment: Standards of Cover Deployment Analysis. The Triton Team analyzed the data provided by the department as well as others to determine the current levels of response performance. From this analysis, the team identified factors influencing risk and response performance and has identified opportunities for delivery system improvement. The document concluded with findings and recommendations categorized as short, medium, and long-term.

|                            |                          |                       |                          |
|----------------------------|--------------------------|-----------------------|--------------------------|
| <b>Contact Name/Title:</b> | Jason Martin, Fire Chief | <b>Year:</b>          | 2023                     |
| <b>Client Phone:</b>       | (707) 299-7656           | <b>Client E-Mail:</b> | Jason.Martin@fire.ca.gov |
| <b>Project Manager:</b>    | Kurt Latipow             | <b>Status:</b>        | Completed                |

**Clackamas Fire District #1 & Sandy Fire District #73 (Oregon)**

**Project Title & Description:** [Feasibility Study for a Potential Future Consolidation](#)

Sandy Fire District No. 72 (SFD) and Clackamas Fire District No. 1 (CFD) Retained AP Triton to conduct a feasibility study that includes the analysis of each fire district's current service delivery, organizational structure, financial sustainability, and more. AP Triton determined that a legal consolidation would not be viable and instead recommended a long-term cooperative services agreement.

|                              |                               |                       |                     |
|------------------------------|-------------------------------|-----------------------|---------------------|
| <b>Contact Names/Titles:</b> | James Syring, CFD Board Chair | <b>Year:</b>          | 2022                |
| <b>Client Phone:</b>         | 503-789-0260                  | <b>Client E-Mail:</b> | jamesyring1@msn.com |
| <b>Project Manager:</b>      | Kurt Latipow                  | <b>Status:</b>        | Completed           |

**Redmond Fire & Rescue (Oregon)**

**Project Title & Description:** Master Plan & Customer-Centered Strategic Plan

The Strategic Plan for Redmond Fire & Rescue, spearheaded by AP Triton, followed the development of a Long-Range Master Plan. The Strategic Plan serves as an actionable guide for the next three to five years. Leveraging extensive insights from the Master Plan, the Strategic Plan is designed to align the organization's efforts towards achieving common goals and fulfilling its mission. The planning process was highly inclusive, utilizing feedback from every tier within the organization and conducting a robust SWOT analysis. This valuable data is then synthesized into key strategic initiatives and objectives, each assigned a level of priority to ensure a focused approach to implementation. With particular attention to emerging community needs, this strategic plan aims to enhance service delivery, improve response times, and optimize resources. The end result is a roadmap that empowers Redmond Fire & Rescue to achieve operational excellence while adapting to future challenges and opportunities.

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|------------------------|----------------------|-----------------------|----------------------|
| <b>Client Contact:</b> | Pat Dale, Fire Chief | <b>Year:</b>          | 2023                 |
| <b>Client Phone:</b>   | 360-628-4406         | <b>Client E-Mail:</b> | pat.dale@rdmfire.org |

**Medford Fire & Rescue (Oregon)**

**Project Title & Description:** Community Risk Assessment-Standards of Cover

AP Triton was engaged to conduct a Community Risk Assessment with a Standards of Cover and Deployment Analysis for Medford Fire & Rescue. Triton's evaluation analyzed data based on MFD's adopted metrics and nationally recognized guidelines and criteria, including National Fire Protection Association (NFPA) Standard 1300 on Community Risk Assessment & Community Risk Reduction, Community Risk Assessment: Standards of Cover, 6th Edition, published by the CPSE, Insurance Services Office (ISO) standards, industry best practices, and other relevant federal and state mandates and generally accepted industry best practices. Triton produced recommendations for future improvements of services to the Medford community and identified benefits from partner responses.

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|------------------------|---------------------------|-----------------------|---------------------------------|
| <b>Client Contact:</b> | Eric Thompson, Fire Chief | <b>Year:</b>          | 2022                            |
| <b>Client Phone:</b>   | 541.774.2301              | <b>Client E-Mail:</b> | Eric.Thompson@cityofmedford.org |

**Brigham City Fire Department (Utah)**

**Project Title & Description:** Master Plan with Community Risk Assessment

The Brigham City Fire Department retained AP Triton to conduct a long-range master plan in addition to a CRA/SOC. The final report included a substantial number of recommendations developed to include improvements to emergency operations as well as administrative function. Significant recommendations were in the areas of deployment methods, operational and administrative staffing, future fire stations, and much more.

|                        |                             |                       |                     |
|------------------------|-----------------------------|-----------------------|---------------------|
| <b>Client Contact:</b> | Brandon Thueson, Fire Chief | <b>Year:</b>          | 2022                |
| <b>Client Phone:</b>   | 435.226.1405                | <b>Client E-Mail:</b> | BThueson@bcutah.org |

**City of Alameda Fire Department (California)**

**Project Title & Description:** [Community Risk Assessment & Standard of Cover](#)

The AP Triton Team researched, wrote, and produced a Community Risk Assessment and Standards of Cover (CRA/SOC) for the Alameda Fire Department (AFD) consistent with Center for Public Safety Excellence's guidelines. The evaluation was an objective-based phased study beginning with a Community Risk Assessment followed by a Standards of Cover and Deployment Analysis consistent with state and national best practices and included an analysis and recommendations for future improvements of services to the Alameda community.

|                         |                           |                       |                     |
|-------------------------|---------------------------|-----------------------|---------------------|
| <b>Client Contact:</b>  | Nickolas Luby, Fire Chief | <b>Year:</b>          | 2024                |
| <b>Client Phone:</b>    | 510-337-2102              | <b>Client E-Mail:</b> | nluby@alamedaca.gov |
| <b>Project Manager:</b> | Clay Steward              | <b>Status:</b>        | Complete            |

**La Verne Fire Department (California)**

**Project Title & Description:** [Community Risk Assessment-Standards of Cover](#)

The City of La Verne Fire Department (LVFD) contracted AP Triton to conduct a Center for Public Safety Excellence, 6th Edition-compliant, Community Risk Assessment: Standards of Cover report. Triton analyzed the data provided by LVFD and others to determine the current levels of response performance. From this analysis, Triton identified factors influencing risk, response performance, and identified opportunities for delivery system improvement. This study identified response time objectives, standards for measuring the effectiveness of department resources, and the deployment of those resources.

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|-------------------------|------------------------|-----------------------|-----------------------|
| <b>Client Contact:</b>  | Chris Nigg, Fire Chief | <b>Year:</b>          | 2022                  |
| <b>Client Phone:</b>    | 949-375-1919           | <b>Client E-Mail:</b> | Cnigg@lavernefire.org |
| <b>Project Manager:</b> | Kurt Latipow           | <b>Status:</b>        | Completed             |

**Santee Fire Department (California)**

**Project Title & Description:** [Community Risk Assessment & Service Delivery Analysis](#)

The AP Triton Team analyzed the data provided by the Department as well as others to determine the current levels of response performance and levels of community risk. From this analysis, the team identified factors influencing risk and response performance and has identified opportunities for delivery system improvement. The final report established standards for measuring the effectiveness of Department resources, and the deployment of those resources.

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|-------------------------|-------------------------------|-----------------------|--------------------------------|
| <b>Client Contact:</b>  | Justin Matsushita, Fire Chief | <b>Year:</b>          | 2023                           |
| <b>Client Phone:</b>    | 619-258-4100                  | <b>Client E-Mail:</b> | jmatsushita@cityofsanteeca.gov |
| <b>Project Manager:</b> | Clay Steward                  | <b>Status:</b>        | Complete                       |



**City of Santa Barbara (California)**

**Project Title & Description:** Community Risk Assessment/Standards of Cover

The City of Santa Barbara Fire Department (SBFD) engaged AP Triton to provide a Community Risk Assessment (CRA) and Standards of Cover (SOC) Deployment Analysis. The CRA-SOC will include an analysis and recommendations for future improvements of services to the Santa Barbara community and will review automatic aid services and identify benefits from partner agency responses. The evaluation will analyze data based on SBFD's adopted metrics and nationally recognized guidelines and criteria

|                         |                          |                       |                            |
|-------------------------|--------------------------|-----------------------|----------------------------|
| <b>Client Contact:</b>  | Chris Mailes, Fire Chief | <b>Year:</b>          | 2022                       |
| <b>Client Phone:</b>    | 805-564-4707             | <b>Client E-Mail:</b> | cmailes@SantaBarbaraCA.gov |
| <b>Project Manager:</b> | Kurt Latipow             | <b>Status:</b>        | Completed                  |

**Salem Fire Department (Oregon)**

**Project Title & Description:** EMS Valuation & Optimization Study

AP Triton conducted a comprehensive Emergency Medical Services (EMS) Valuation and Optimization Study for the City of Salem to provide actionable benchmarks and customized recommendations for sustainable ambulance transport services. This study offered detailed insights into the financial implications, vulnerabilities, and risks associated with the Salem Fire Department's (SFD) EMS operations while aligning with industry best practices and nationally recognized standards, including NFPA 1710.

The study recommends implementing the Ambulance Operator Model, which leverages single-role paramedics and EMT Basics to enhance operational efficiency and effectiveness. This model is projected to generate sustainable net revenue, enabling reinvestment into Salem's EMS infrastructure. Additionally, AP Triton advocates for the expanded utilization of the Ground Emergency Medical Transport (GEMT) program, enhancing Medicaid reimbursement opportunities and financial stability for the department.

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|----------------------------|-----------------------------|-----------------------|--------------------------|
| <b>Contact Name/Title:</b> | Brian Carrara, Deputy Chief | <b>Year:</b>          | 2024                     |
| <b>Client Phone:</b>       | (541) 505-1282              | <b>Client E-Mail:</b> | bcarrara@cityofsalem.net |
| <b>Project Manager:</b>    | Rich Buchanan               | <b>Status:</b>        | Completed                |

**San Luis Obispo Fire Chiefs Association (California)**

**Project Title & Description:** Emergency Medical Services System Valuation

San Luis Obispo County Fire Chiefs Association (SLOCFCA) contracted AP Triton to analyze the value of the ground ambulance transport system within the county. To thoroughly model the Ground Emergency Medical Transportation (GEMT) and Intergovernmental Transfer (IGT) reimbursements, AP Triton used the San Luis Obispo County operating area for first responder and ambulance costs and revenue projections as a data-driven model. AP Triton provided an estimate for GEMT and IGT reimbursement and a solid valuation of the entire ambulance transport system.

|                            |                             |                |          |
|----------------------------|-----------------------------|----------------|----------|
| <b>Contact Name/Title:</b> | Steve Lieberman, Fire Chief | <b>Year:</b>   | 2022     |
| <b>Client Phone:</b>       | 805.473.5490                | <b>Status:</b> | Complete |
| <b>Client E-Mail:</b>      | lieberman.sc@gmail.com      |                |          |



# CLIENT TESTIMONIALS

- AP Triton communicated clear timelines from the outset and provided multiple opportunities for us to clarify and adjust the scope of our project. Most impressively, the AP Triton team remained responsive and assisted the Seattle Fire Department well beyond the completion of our evaluation. AP Triton's reputation as a leader in the industry is well earned.  
—Harold D. Scoggins, *Fire Chief, Seattle Fire Department, Washington*
- The experience with you and your team has been amazing. The expertise you have brought to the project has been valuable to many leaders and has definitely helped us move forward. The time you have spent listening to the diversity of needs and opinions has built trust and confidence in the work that has been done and I believe we will use this report to guide us moving forward.  
—Kristie Hammitt, *City Manager, City of Eugene, Oregon*
- Exceptional product and process! Very pleased with the experience with AP Triton. The Project Manager and Project Team were extremely knowledgeable, professional, and exceptional to work with. I would like to bring them back for more projects in the future.  
—Mandy Pomeroy, *County Administrator, Blaine County, Idaho*
- It was a pleasure working with your staff. Your Project Manager did a fantastic job, and the others on the team were very good to work with. All were knowledgeable and experienced in their fields. The well-rounded team ensured a complete and accurate report. We hope to work with your team again in the future.  
—Brandon Thueson, *Fire Chief, Brigham City Fire Department, Utah*
- Working with the AP Triton team was a great learning experience for all of us. Our project manager, John Stouffer, took the time to walk us through the process and gather the information necessary to make positive changes for our department. Our final report was detailed and gave us a number of options to make our organization more efficient, work together better and make our community happier with our services. We highly recommend them!  
—Shaun McGinnis, *Fire Chief, Bellows Falls Fire Department, Vermont*
- I highly recommend them to any fire department or EMS agency looking to get perspective from consultants that use data and many years of experience and wisdom to make informed determinations. It is obvious that they know their stuff. We are very pleased with the results.  
—Jeremiah Jones, *Deputy Fire Chief, North View Fire District, Utah*

